

# ALL HANDS

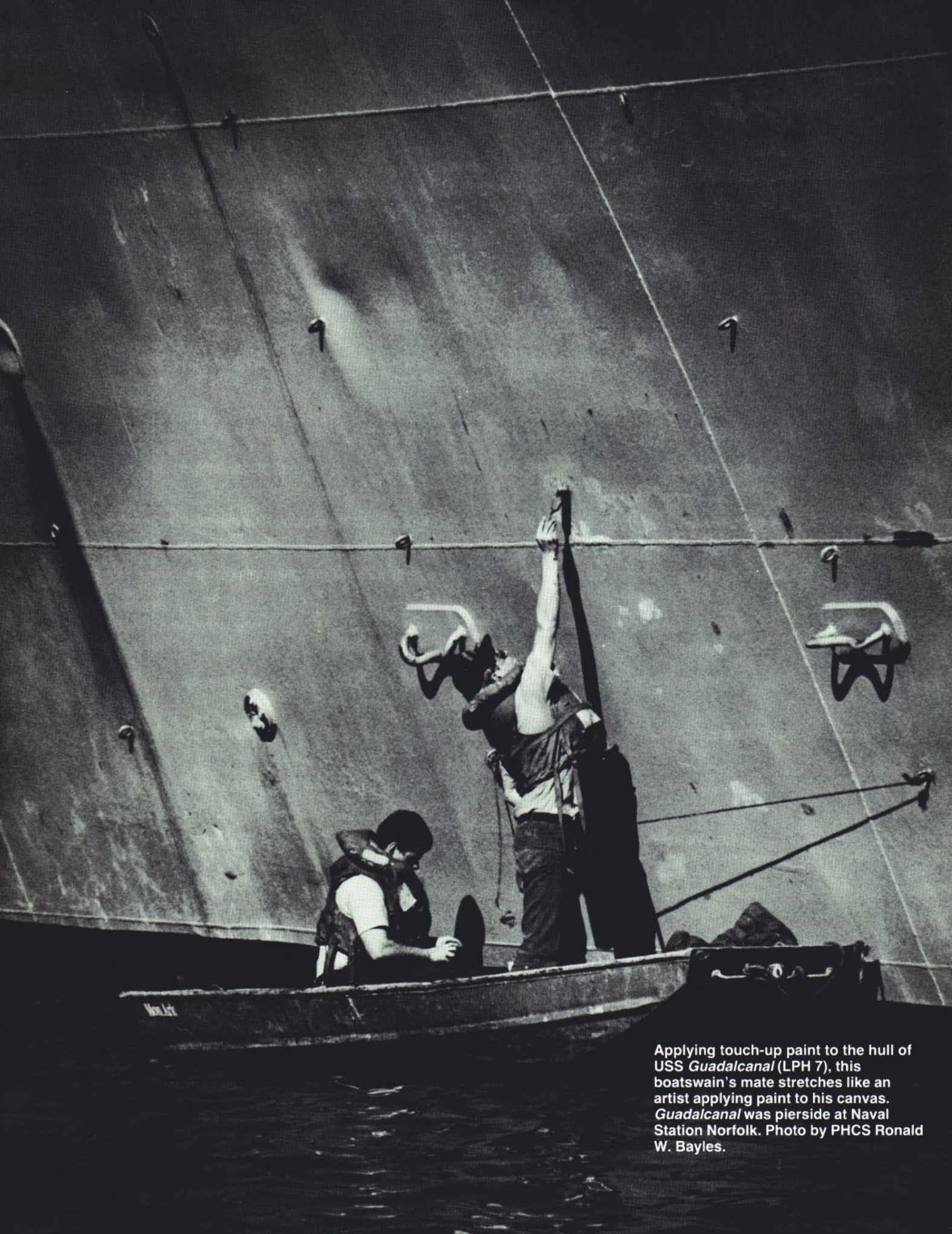
MAGAZINE OF THE U.S. NAVY

JANUARY 1989

SAR  
School







Applying touch-up paint to the hull of USS *Guadalcanal* (LPH 7), this boatswain's mate stretches like an artist applying paint to his canvas. *Guadalcanal* was pierside at Naval Station Norfolk. Photo by PHCS Ronald W. Bayles.



Secretary of the Navy  
**William L. Ball III**

Chief of Naval Operations  
**ADM Carlisle A.H. Trost**

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**RADM J.B. Finkelstein**

CO Navy Internal Relations Activity  
**CDR Connie L. Haney**

XO Navy Internal Relations Activity  
**LCDR Patricia J. Anthony**

Director, Print Media Division  
**LCDR John A. Marchi**

All Hands Editor  
**W.W. Reid**

All Hands Assistant Editor  
**JOCs Jeannie Campbell**

Senior Staff Writer  
**JOC Robin Barnette**

Writers  
**JO1 Melissa Lefler**  
**JO1 David Masci**  
**JO2 Michael McKinley**  
**JO2 (SW) Gary Ross**  
**Marie G. Johnston**

Photojournalists  
**PH1 Chuck Mussi**  
**PH2 (AC) Scott M. Allen**

Associates for Art and Layout  
**Richard C. Hosier**  
**Michael David Tuffli**

Graphics and Typesetting  
**DM2 Mike Rodrigues**  
**DM3 P.V. Whitehurst**  
**William E. Beamon**

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# ALL HANDS

MAGAZINE OF THE U.S. NAVY  
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Photo by PH2(AC) Scott M. Allen

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**Front Cover:** Two men are hoisted from the water into a helo as a rescue swimmer student "rescues" a fellow student during a practice session. Joining the rescue swimmer elite of physically fit, highly motivated men takes dedication, pride and lots of training. See story, Page 16. Photo by PH2(AC) Scott M. Allen.

**Back Cover:** Wildlife surrounds the Navy at Dahlgren and Wallops Island, Va. From top (clockwise): A killdeer guards its nest; a snowy egret and great egret take a break at their fishing grounds; a red fox kit enjoys a sun bath; and the wild ponies of Assateague Island graze peacefully. See story, Page 31. Killdeer and fox photos courtesy of NSWC. Egret and pony photos by PH2(AC) Scott M. Allen.



# Navy Currents

## Early reenlistees and SRB

Service members who lost all or part of a selective reenlistment bonus when they were required to reenlist under NavOp 18/88 may now petition the board for correction of naval records to receive their full bonus. NavOp 110/88 provides information and procedures members should use.

Under NavOp 18/88, members with an expiration of obligated service between April 1 and Sept. 30, 1988, were required to reenlist, extend or separate early. This requirement resulted in some members losing eligibility for their SRB.

For more information, see NavOp 110/88 or contact your command career counselor. □

## Electric drive propulsion

Chief of Naval Operations ADM Carlisle A.H. Trost has announced that electric drive will be the primary form of propulsion for the Navy surface combatant in the future.

In a keynote address at a recent Navy research and development symposium held in Washington, D.C., Trost said, "I am declaring that integrated electric drive, with its associated cluster of technologies, will be the method of propulsion for the next class of surface battle force combatants."

The CNO acknowledged that the idea of powering a ship by electric drive existed before the turn of the century. Electric drive for ship propulsion involves using a traditional power source — a diesel engine, a gas turbine engine or a reactor — to drive an electric generator.

"But a more advanced form of electric drive has become the state of the art," said Trost. "It will allow a new order of capability ...[with] potential advantages [that] include a much smaller engineering package, greatly reduced propeller shafts and minimum crew manning."

Trost said the details of the engineering plant configuration will need to be worked out over the next 10 to 12 years as the design of the battle force combatant takes shape.

According to Trost, the immediate task is the total modernization of the Navy. "Today, the frontiers of technology are expanding in every

direction, he said. "As part of an evolutionary process, we see the possibility for a number of revolutions affecting every aspect of surface warfare." Trost added that some ships "will acquire new missions. Others will see their missions enlarged or expanded."

"If we do our work right," Trost said, "our successors will honor us, for the one capability our nation must have to remain strong and free — maritime superiority — will have been assured beyond any doubt." □

## Scholarship program

If you have a child who will be entering college in the fall of 1989, or who is currently attending college, register him or her to compete in the dependent's scholarship program.

The program is sponsored by Navy-oriented organizations that select the scholarship recipients on the basis of scholastic merit, character and financial need.

Specific criteria for each of the awards is contained in the NavPers 15003-P scholarship pamphlet. Scholarship pamphlets, NavPers 1750/7 (application for scholarship program) and NavPers 1750/9 (high school and college transcript request) may be obtained by writing to the Commander, Naval Military Personnel Command (NMPC-641D), Navy Department, Washington, D.C. 20370-5641. Requests must be submitted no later than March 15, 1989. □

## New Navy helicopters

The Navy will take delivery of the HH-60H combat support helicopter in early 1989. The HCS, built by Sikorsky Aircraft, is similar to the SH-60F *Seahawk* anti-submarine helicopter.

The new aircraft is equipped with a chaff dispenser, an infrared jammer and suppressor and M-60D machine guns. The mission of the new HCS will include strike-rescue and special warfare tasks involving Navy SEALs, as well as logistics and medical evacuation flights. The HCS will be capable of operating from most U.S. Navy combat ships. □



## Incentives for Navy doctors

Navy doctors with specialties will receive substantially increased bonuses under an FY89 incentive special pay plan established Sept. 30, 1988, by Secretary of the Navy William L. Ball III.

The bonuses range from \$3,000 to \$16,000 a year and are part of a major initiative by SecNav and Navy Surgeon General VADM James A. Zimble to improve Navy medicine by retaining skilled physicians.

Under the ISP plan, doctors will receive a bonus based on their specialty skill and the amount of time they have been practicing that skill. For example, doctors specializing in neurosurgery for less than six years will receive \$10,000 under the plan and \$16,000 for more than six years of practice.

Navy medical planners expect that improved retention and recruiting of doctors in competition with civilian medicine will give Navy personnel and their families better access to quality care in Navy medical treatment facilities. □

## Civilian drug testing

The Department of the Navy has determined that a drug-free workplace is essential to the operational readiness of U.S. Naval forces. Under Executive Order 12564, "Drug-free Federal Workplace," a general notice must be issued to all agency employees at least 60 days prior to the implementation of a drug testing program.

Approximately 81,000 employees in civilian jobs related to public health and safety, protection of life and property, law enforcement and national security will be affected by the program. Individuals in these fields will receive a written notice identifying their job/position as being included in random testing at least 30 days before the actual test. About 25 percent of employees in designated positions will be subject to random testing.

By implementing a drug testing program, the Navy hopes to assure a drug-free work environment for those who produce critical products for the Navy.

Employees found to use illegal drugs will be referred to an employee assistance program.

Employees who occupy testing-designated positions and refuse to be tested will be subject to administrative action that may include removal from federal service.

Adverse actions for employee misconduct always fall under federal civil service and Navy regulations. Those regulations provide full due process protection, including: advance notice, the right to a representative and the right to present evidence in their behalf prior to a final decision. In most cases, employees are entitled to appeal the final decision to a third-party decision maker outside of the Navy up to and including the federal courts. □

## All Hands orders

*All Hands* has recently been receiving a great number of requests for subscriptions, along with personal checks to cover the magazine subscription fee. Unfortunately, we have had to return these requests and checks to the senders since *All Hands* is not the agency responsible for handling subscriptions.

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# CNO

## on sea power

*Sea Power magazine recently published an interview with Chief of Naval Operations ADM Carlisle A.H. Trost. The CNO discussed a wide range of matters related to the U.S. Navy today and the fleet of the future. All Hands reprints that interview with the permission of Sea Power magazine, the official publication of the Navy League of the United States.*

**Does the Navy require 600 ships — and, if so, what kinds of ships should they be? What number does the Navy need to meet its commitments today and tomorrow?**

Trost: First of all, I don't see that the commitments which the Navy is going to be required to meet, both in the near term and in the foreseeable future, are going to undergo any decline. I see no change in either U.S. interests or the interests of our friends and allies, nor do I see any change in the world political situation that dictates greater stability, both politically and economically. So the commitments undoubtedly will not decline.

Now, we have heard a lot about the "changes" taking place in the Soviet Union — I think it behooves us all to very carefully watch those changes to see if there will be real changes or whether there is a temporary adjustment in stated philosophy in order to permit time for eco-



ADM Carlisle A.H. Trost

nomic wounds to be patched up. And, I do believe that is a factor in some of the changes we see being broadcast today. Secretary of Defense Frank C. Carlucci, in his most recent visit to the Soviet Union, told the Soviets: "We see very little change in your production rates of ships and aircraft and other armaments." And, even though we hear their statements about a now new defense philosophy, they certainly have the capability to proceed against us or NATO interests.

So, what I really see is that that capability — which we also must have in order to serve as a deterrent in any kind of world crisis — hasn't diminished, because the potential threat has not declined at this point in time. That says that the philosophy behind the establishment of the requirements which led to the goal of the stated 600-ship Navy really has not changed.

More important than the numbers themselves — which we will not reach next year, as we had hoped — is the combat capability represented by what we can achieve. We are still on track to achieve the 15 deployable carrier battle groups. We commissioned *Wisconsin* [BB 64], the last of the four battleships, to serve as the core of a battleship group. We are proceeding with our amphibious-lift goals. We are proceeding toward our submarine- and surface-combatant goals. And, we are and

U.S. Navy photo



have been modernizing the fleet's combat capability while enhancing supportability. So, I think we are still on a good, positive trend in terms of achieving the kinds of capability that we deem necessary.

**What will the INF [intermediate-range nuclear forces] Treaty do toward imposing greater conventional requirements on you?**

Trost: What it really says is that, if the Soviet Union were not to comply with the treaty as written, there would be a greater burden placed on existing conventional forces to pick up the slack. For us, that might mean the combat capability inherent in our carriers and our submarines as a backup theater force to support what we have remaining if, in fact, the Soviets do not draw down.

**Just more stress and strain?**

Trost: A little more requirement for our forces already in being. I don't see this being used as a force builder. In many cases people say that, with the loss of nuclear capability, there is less of a deterrent to the Soviets and their potential to drive across Europe — therefore, we should have more conventional capability to stop them. I think that the most important picture there is that [the U.S.] overall worldwide deterrent posture has to be such as to make it clear to the Soviet Union that there is nothing to be gained in the long term by even a limited thrust into Europe.

**You pointed out to Congress earlier this year that after every successful building program in the past there has been a major reduction. In your view, are we in the middle of such a reduction right now — and, if so, what impact will it have? Also, how long is it likely to last?**

Trost: We are in the middle of a reduction — without question. We saw in this country a realization seven to eight years ago that we had let our military capability decline to a point where our national security could be at risk and where we no longer were as potent a deterrent force or as potent a political force as a world leader as we would like to be. We embarked upon a program to rectify that problem, and we are today a very ready military force.

I guess we also are showing once again that we cannot stand to live with success. When things are going well, when we clearly have the capability both to deter large-scale wars and to prevail in supporting U.S. policy in smaller-scale wars, we find that people become complacent and conclude that things must be OK. I think that, in a sense, this is what is behind the decline in budget support that we have seen over the last several years. In my view, defense is neither unaffordable nor are we spending too much money on our nation's security. I

think that is an important point to keep in mind.

How long this thrust toward smaller defense expenditures will last, I don't know. It is difficult to predict. Spokesmen for both parties had indicated that, regardless of the outcome of the elections last fall, we could expect to see a continuing decline and, at the very best, zero real growth in defense. That certainly says we have to do our future planning accordingly. It also says that, absent some major world catastrophe that impacts upon the United States, we are unlikely to see greatly increased support to maintain the kind of structure we have been working toward.

**Nothing fails like success, in other words?**

Trost: That's correct.

**You recently commented that, to overcome the difficulties that had been caused by the negative budget growth in three of the last five years, you compensated through various innovations and efficiencies, but that you are fast approaching the limits of ingenuity. What are some of those innovations, and what do you have left that you still can do?**

Trost: We have had to do quite a number of things, and in varying areas. We have continued, as you know, to put our emphasis on people and on readiness of current

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***"We have cut out certain 'nice-to-do' but not critical types of operations."***

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forces. In the personnel area, we have not made any cuts except for those dictated directly by congressional action. In the operational readiness area, we have had to find new and better ways to train. We do more battle force training ashore, using simulators and links between ships, than we were able to do five years ago. We have found that, by combining certain exercises and focusing on getting a greater return out of the existing exercise structure, we have, in fact, been able to reduce steaming and flying hours and yet maintain the same preparatory level of readiness for deployments of our units.

We have reduced the size of deploying battle groups wherever possible. That becomes difficult, of course, when you deploy to the Mediterranean — and we have drawn down a carrier, leaving one carrier there. There still is a requirement to meet NATO exercise requirements and to meet the force requirements to NATO in



the Mediterranean to deploy a battle group, which is a larger force than that which we might deploy, for example, to the Indian Ocean. With today's Persian Gulf requirements, of course, we have additional ships there, so that impacts on the overall cost of operations.

We have cut out certain "nice-to-do" but not critical types of operations, such as certain types of port visits. We have, in the procurement area, worked hard, not just in purchasing big items in a more competitive manner — and have been extremely successful there — but also have been focusing attention on the part of our people, the consumers, on the actual costs of the things we are buying and they are using. That effort, to use one of our acronyms, BOSS — Buy Our Spares Smart — has resulted in rather considerable cost savings because, when the consumer is aware of what he is paying, and believes it shouldn't cost so much, that focuses attention back to the procurement process to ensure that we are buying smart and getting the best price.

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***"We operate probably the oldest physical plant in the U.S. defense structure."***

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**But most of those things are just efficiencies, as you pointed out, which you would want to put in place anyway. What about some of the real cutbacks — the things that hurt?**

Trost: We have had to forego some things. We have had to defer certain maintenance efforts. We have deferred upgrades of base structure. We have not put as much money into maintenance of real property as we feel we should. We have, in the area of ship and aircraft modernization, cut back rather markedly in our modernization programs as an effort to save money. And we have cut back somewhat in our long-term procurement of ships and aircraft.

In the area of maintenance of real property, we operate probably the oldest physical plant in the U.S. defense structure, with our shipyards being perhaps the oldest facilities in that structure. Shipyard modernization has not kept pace with plans for our shipyards, and the amount of money we have been putting into them has been much less than we would like because it simply wasn't available. In the area of maintenance of real property ashore, we are, in some cases, operating energy inefficient buildings. For example, we are operating at less than the most efficient level of operations in bases because facilities haven't been restructured to make them more effective and more efficient. We are not put-

ting as much money into pure maintenance as we should, perhaps, so we are building a bill for the future.

**That must be a frightening prospect.**

Trost: It is.

**You mentioned readiness, and the emphasis you have placed on it, and certainly you provide Congress some impressive readiness figures. But isn't one of your major concerns now that, with the budget reductions and the fact that you are about at the end of the line with innovative cost-saving measures, readiness still is going to decline?**

Trost: Readiness right now has been maintained at a fairly stable level because we have put priority funding into it. And, of course, it is ever dependent on trained, competent and dedicated people. Personnel readiness has stayed up, even though our retention rates are declining in a number of areas. But we are living today, still, on the priority funding of readiness and the fact that we did a very fine job of building up both the material readiness of the ships and spare-parts support, so that spare parts are available when equipments go down. My concern is for the future. We have, in the case of the Persian Gulf operations, had to borrow from readiness accounts to pay the incremental costs of those operations. We are, in a sense, mortgaging future readiness, because we have had to dip into ship and aircraft maintenance accounts and defer maintenance. That has the potential for an adverse impact on future readiness, even with priority funding.

**What prompted the Senate Armed Services Committee to comment on the sad state of naval aviation — the shortage of aircraft, the lack of funding for aircraft modernization, etc.?**

Trost: Well, they know that, when we looked at the projections, we were building up to 15-carrier battle groups/14 active carrier air wings, plus the two naval reserve wings. The reserve-wing modernization has been continuing and is proceeding apace with active modernization. We were looking both to increase the numbers of aircraft and numbers of squadrons — while also, in the longer term, reducing the average age of aircraft.

With the very, very massive reductions forced by the budgetary top-line cutbacks in the amended FY89 budget and onward in the FY90-94 period, we had to markedly reduce aircraft procurement. That concerns our supporters on the Senate Armed Services Committee. We also, in order to meet the budgetary constraints, had to eliminate our goal of achieving the 14th active air wing, which had begun its standup last year at this time. So there are a lot of expressions of concern that, if this continues, we will see both an increase in the average



age of aircraft as well as a reduction in the numbers of aircraft available to fill out our carrier air wings. For the near term, we managed that simply by managing the induction pipeline for aircraft rework, and by using up those attrition spares which we buy and then hold for use as required.

**That says you have to get to the bottom of the "sine curve" before you start back up again?**

Trost: That's right. It also says that we do need more support in the aircraft procurement area. And we are concerned, too, because we have problems with cracks in the E-2C *Hawkeye* wing boxes as well as the outer-wing panels. We also have had problems with the A-6 *Intruder* wings, and the replacement wings are behind schedule because Boeing is having some technical problems.

There are a number of areas in which money is required for fixes, and there isn't enough money to buy as many new aircraft as we believe we need. We have had money hacked out of our budget — even in the good years — from the aircraft maintenance, support and modernization budget lines, to the extent that we have had to take out of our hide a lot of things that have resulted in further deferment of aircraft procurement.

**That certainly is not a very positive picture. Is that one of the worst budget problems you have?**

Trost: Well, I guess one could say that. I think it is being a little bit overemphasized right now in terms of readiness to support the air wings we have. But that is separate from the issue of wing replacements and constraints there. That is the most serious operational concern right now, because we have too many airplanes off-line, not full-up, because of things like needing new wings, etc.

**Before your first day on this job you had been emphasizing the importance of having the best-trained personnel possible, people with high morale, etc. But now we are facing shortages of aviators, of nuclear-trained officers, of senior petty officers with critical skills. Part of the problem here is the operating tempo, and part is the lack of adequate compensation. Are we facing another hemorrhage of talent such as that the Navy faced in the late 1970s?**

Trost: I would say, first of all, I hope not, because the nation can't afford it. But then I will tell you that retention for both our nuclear-trained officers and our naval aviators peaked in 1984 and has been falling ever since. We have been able to take care of some of the so-called

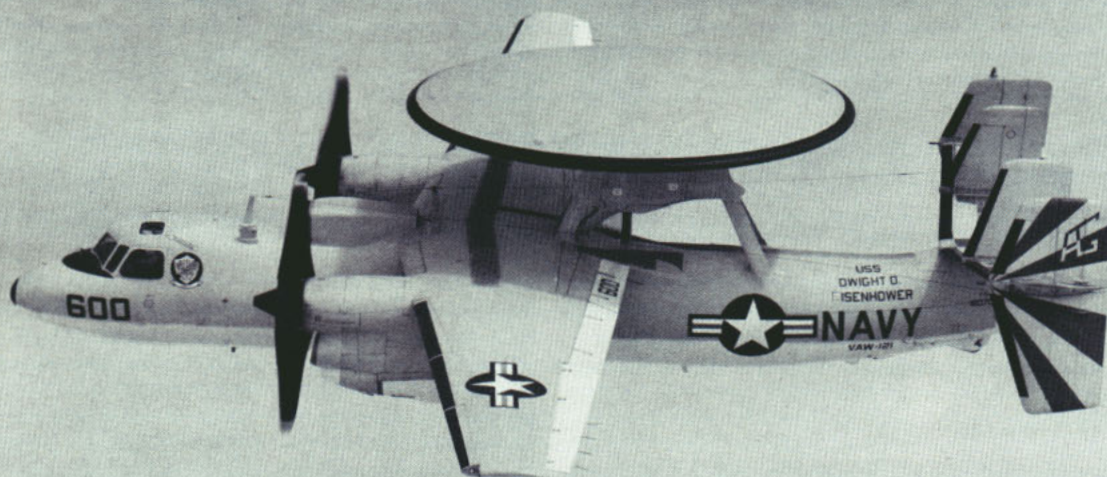


Photo by PH3 A. R. Salman



"dissatisfiers," for both officer and enlisted personnel. Clearly, first and foremost in the areas of why people get out is time away from home — separation — or time away from home over a longer term, for many of our young nuclear-trained officers. They look at the likelihood of spending 14 to 20 years on sea duty as being more than they want to do.

We have been able to alleviate their concerns somewhat by controlling OpTempo and PersTempo. But our very tough guidelines with regard to PersTempo have been violated somewhat by requirements in the Persian Gulf. The area that is building up as a problem, in addition to the availability of adequate medical services — which is perhaps the most emotional issue — is now the issue of pay, entitlements and general stability.

Pay, as you know, has been capped repeatedly, with the two percent pay increase approved last year actually resulting in some people having a pay loss this year as compared to last year. The two percent didn't compensate for increased Social Security taxes and reductions in variable housing allowances — the latter was the result of Congress "capping" the amount we could spend on variable housing allowances. So we actually have a large number of our people, most of whom now live in so-called high-cost-of-living areas, who are taking home less money this year after the pay raise than they did last year.

This is increasingly becoming a problem, as are failures on the part of Congress to enact appropriations bills in time for the start of the new fiscal year. This results in delays, for as long as three months, in the implementation of entitlements such as selective reenlistment bonuses and other types of bonuses. That happened to us in 1987 and 1988. Accordingly, a lot of people get tired of waiting and leave the Navy because of slowness on the part of Congress to recognize their need for some stability in what they can expect.

The underfunding of our military personnel accounts this past year resulted in our having to take actions which were both distasteful to us in leadership positions and which resulted in the loss of a lot of good, qualified people. We had to, for example, defer promotions to save money. We had to tell people that they had to make up their minds prior to the first of April — if their expiration of enlistment was to take place in the next six months — whether they were going to stay in the military. And, if they couldn't make that decision, they had to be out by then, because we had to save the money.

The reason for these kinds of actions is congressional underfunding, on a repetitive basis, of our permanent-change-of-station accounts. Congress is requiring us to absorb a certain amount of the pay raise out of the existing personnel account. These are the kinds of things that result in general underfunding of the account,

meaning that we have to make up the difference within that account, or by programming from outside in the shortfalls. Programming from outside in, from procurement accounts into military personnel accounts, requires, of course, the prior approval of all four pertinent committees of the Congress. It takes a long time, and it is not something one can bet on. Therefore, that has been difficult to achieve.

**You have been the foremost champion, as nearly as we can gather, in insisting that OpTempo be held to certain prescribed levels — six months out and 12 back. Even if you cut your Persian Gulf commitments, it looks as though you are going to be faced with a lot more commitments in the drug war. And, whether they are in the Caribbean or Persian Gulf, people still are not home. What do you think you will be faced with in that circumstance? And, will you be able to maintain that 6-to-12 ratio over a long period of time?**

Trost: I don't plan to change the goal or the challenge.



Photo by JO1 Patrick E. Winter



In my discussions with fleet commanders, we have looked at ways we will be able to attain that goal. If we are able to phase down our presence in the Persian Gulf, that, of course, will help markedly. Then, if we face an increase in the assets we currently devote to drug-interdiction operations, it will have to come at the expense of other operations — some of our training, some of our participation in major exercises, and, to a degree, in the numbers of ships we forward-deploy. We will have to cut back in some of the numbers we use in our existing commitments.

**You don't have any idea yet of what form that drug interdiction legislation is going to take, as far as the impact it is going to have on the Navy?**

Trost: No, I don't really. I have said repeatedly that I am firmly of the belief that even total application of the nation's entire military force structure is inadequate to stop the flow of drugs into this country. That does not say that we are saying: "We quit. We give in." It says that we are going to do everything within our power to make it difficult for people to bring things in along the borders.

But we have to recognize that, on a national level, that is not where most of it is coming in. Most of the illegal drugs are coming in through commercial shipments — in containers, or cargo and passenger aircraft — and it is not being picked up because we do not have the resources to inspect everything coming into this country.

Customs inspects about 5 percent of all the bulk cargo coming into the United States. That says that that department obviously has relatively little ability to interdict the large quantities of drugs which we know are coming in by that route. More importantly, and for the longer term, we must do a much better job of educating people to the dangers of drug usage in order to reduce the demand, so we can reduce the tug that keeps pulling drugs our way.

**You mentioned the forward strategy and the possibility of having to cut back on it. You also have been very eloquent — most recently at a Naval Institute dinner in San Diego — in spelling out the rationale for the forward strategy. Do you think there is general congressional understanding of the forward strategy, and of the need for it?**

Trost: I do, but let me correct one thing: I didn't advocate cutting back on forward strategy. I said near-term operations might result in our meeting commitments with fewer assets forward-deployed. The forward strategy doesn't change. There is no change in our philosophy about the validity of a forward-based, forward-deployed strategy. I think that that strategy is, generally speaking, well accepted and understood in the Congress.

There still are many critics who misstate the intent of

the strategy, and who mistake strategy and operational planning for tactics in achieving a goal, and therefore talk about the carriers sailing into the Kola Gulf and lots of other things which are not, nor have ever been, envisioned as part of our forward-based maritime strategy. I think it is generally accepted on the Hill that a forward strategy is essential if naval forces are to keep the sea lanes open, as required for the use of our own forces and those of our allies, and as required to support land and air forces and those of our overseas allies.

**One of the things that has intrigued us, and obviously has intrigued you, judging from many of your comments, are the numerous Soviet proposals that, it seems, would keep the 7th Fleet from going any farther than the mid-Pacific and keep the 6th Fleet sitting outside the Strait of Gibraltar — but not permitted to enter the Mediterranean. Can you elaborate on some of the Soviet proposals which, if implemented, would almost negate the influence of the U.S. Navy worldwide?**

Trost: I can, but in the interest of saving time I can also offer a listing of some of the speeches made by [General Secretary Mikhail] Gorbachev since the summer of 1986 and of statements by [Foreign Affairs Minister Eduard A.] Shevardnadze and Admiral [of the Fleet

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*"If you look at Soviet efforts over the years, you find a concerted effort aimed at reducing U.S. naval power."*

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Vladimir] Chernavin this calendar year. The general thrust, however, has been one of supporting zones of peace, nuclear-free zones, submarine-free zones, anti-submarine-aircraft-free zones, and proposing that the superpowers not deploy closer than a certain number of miles from the other superpower's coasts in order not to be threatening.

Other proposals include a reduction in major exercises at sea in both the Atlantic and Pacific, but particularly in the northwestern Pacific and the north Atlantic and Norwegian Seas. Another calls for reduction of forces in the Mediterranean, and most recently Admiral Chernavin took that a step further and proposed that we reduce aircraft carrier presence in the Mediterranean and also the presence of submarine strategic-missile launchers. Since only NATO has those assets in the Mediterranean, that clearly points toward us.



Also proposed is a considerable numerical reduction in force levels in these areas. Of interest has been the very strong indication recently that there is considerable concern on the part of the Soviets about our Navy and the capability which it represents.

If you document all of the speeches, and look at the thrusts of other Soviet efforts over the years, going back really to Khrushchev's time, you find a concerted effort aimed at reducing U.S. naval power, which clearly is of concern to the Soviets. Recognizing the fact that we as a maritime power need a strong Navy, we cannot afford to back off on those maritime requirements which are essential to our strategy and our survival.

**Are you seeing any evidence that Congress, as a follow-on to the INF Treaty, might say, in essence: "Let's go along with some of these propositions, so we can reduce world tensions even more?"**

Trost: There are proponents of what are called "confidence-building measures." In most cases, confidence-building measures appear to me to connote unilateral

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***"I always will support any commanding officer who, based on his best evaluation of the situation at hand, takes those steps which will protect his ship and his crew."***

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[U.S.] disarmament in a specific area. It might build the confidence of the Soviet Union, or any other potential enemy, and their ability to overwhelm us. But it certainly wouldn't build my confidence in our ability to do the jobs we are tasked to do.

**All this sounds as though it is adding to the burden on you to increase the time you have to spend as the leading spokesman against that sort of thing.**

Trost: I think it is. But I also consider that to be a part of my responsibility. Without question there is sympathy on the part of some people in Congress, and on the part of a lot of people in general throughout the country, who say that perhaps we should reduce our naval capabilities so that we would threaten less, not recognizing that those capabilities themselves are a deterrent which makes it unnecessary to threaten.

**Something else which undoubtedly has been taking a**

**lot of your time recently is what we will call, for the lack of a better term, and even though the evidence is not yet in, the recent "procurement scandal." Could you give us your views on that and how it has affected the Navy? Is it the system itself, or human frailty, that has led to the apparent wrongdoing that has been reported? And what, in your view, will be the short- and long-term effects?**

Trost: Let me begin with a caveat: My knowledge of the details of what is happening and what will result from the investigations which NIS [the Naval Investigative Service] and the FBI [Federal Bureau of Investigation] concluded is limited to an overview briefing, on a "heads-up" basis, to the Secretary of the Navy and to me, that there was: (a) some involvement by civilian procurement personnel in the Department of the Navy (b) some possible involvement by junior uniformed personnel — not in selling their services, but in accepting gratuities such as dinners, etc. (c) clearly a very major involvement on the part of certain people — not retired military officers, but civilians — who [were] formerly in the employ of the government but now [are] working as go-betweens and making a good profit by selling information — even to competitors for the same project.

Having said that, my concern is as follows: People driven by greed forget that their duty is to the people who are paying them. Looking for a means of making money on the side is always to be deplored. Of greater concern to me is the implication that this means that the entire process is rotten, or needs yet more regulation than it has now.

I do not think that is the case. I don't think the answer is more rules and regulations. The answer is not more centralization of procurement, because, if anything, that would breed less oversight rather than more stringent oversight. It may be that the procurement system in place drives people in business to be so competitive that, in order to stay in business, it breeds a climate that permits malfeasance on the part of people in office — that it is bribing people to get information. My concern is that this will be used as a tool by those who want to cut back further on defense procurement. They may incorrectly argue in favor of cutting back because, in their words, "After all, the system is bad. Therefore, we shouldn't give people any money at all."

**David Packard [former deputy secretary of defense and chairman of the so-called "Packard Commission"] certainly blasted both Congress and the Department of Defense recently in talking about the system. From a strictly structural point of view, what do you think needs to be done to improve the Pentagon's procurement system?**

Trost: I think we need to focus constantly on the need for good oversight and good management structure



within the system. I think some changes made in the Navy within this decade perhaps went too far in focusing authority and control in one person, who is one of those now accused of wrongdoing while in office.

I think that the degree of regulation, the overwhelming demand for paper on the part of someone who submits to a contract, has to be looked at hard to see if it is part of the problem. I am not an expert on the procurement process, but when I read about some of the repetitive "best and final" offers, I, too, become suspicious of the motive behind them and whether or not that has something to do with keeping the best-and-finals coming in until you get the right answer from the right guy. There are enough examples of things that appear to be somewhat smelly to warrant a long look at that process.

**Did the shutdown of the Iranian airliner by the Aegis guided missile cruiser USS Vincennes (CG 49) necessitate any basic change in Navy procedures for ships and people operating in comparable circumstances?**

Trost: First of all, let me reiterate that I always will support any commanding officer who, based on his best evaluation of the situation at hand, takes those steps which protect his ship and his crew. The investigation showed that the system worked well. There is no need to reduce the high-technology application of the ship's sys-

tems, because they are essential to meeting the threat of the future. Those systems are not beyond the skill capabilities of individuals to operate. And, I don't think that we need to see a lot of things done. I do think we need to recognize, especially in our national media presentation of what happened, that we had a situation which is unlike any normal combat situation. And this was a combat situation.

We have put people in this "neither fish nor fowl" environment:

- Where there are belligerent acts taking place,
- Where we are neutral, but pledged to attempt to maintain stability in the region,
- Where our people must be constantly alert for spinoff actions which could be directed at them,
- Where they are under threat by one of the belligerents in this particular conflict to inflict bodily harm on our people and on our ships,
- Where they find themselves in an environment where there is a surface engagement ongoing during this entire incident, directed at the ships in question,
- Where the attention of the commanding officer and crew is focused on that engagement, and
- Where an aircraft leaves what is normally a military airfield, in co-use by civilian airliners — but primarily for military use — and flies directly out.



U.S. Navy photo



It isn't a question of, "Could this be?" or, "Why is it?" but, "Here I am in the middle of an honest-to-goodness combat environment, in a strait which is 30 miles wide, under attack by small craft which have just fired at my helo, and now I have a few minutes to decide whether this is a threatening aircraft or not. And all the indicators available state that it is. And I take action and destroy it."

It was a tragic accident, but an understandable accident in a wartime environment, and this was a wartime environment. And I think we ought to recognize that fact.

**Going back to your comments about high-tech: Do you think you are going to be faced with a requirement to put more high-tech systems on board the Navy's ships throughout the world to satisfy the critics who say that the *Aegis* system was not enough on *Vincennes*?**

Trost: The system works and it has been well tested, and that has been documented. Some of our high-level detractors know that it has been well tested, but it just doesn't seem to be convenient for them to acknowledge that fact. There are a lot of things about the *Vincennes* situation which make it so complex. It is easy for some armchair strategist to sit back and say: "Stress of battle." Or for some armchair critic to say: "These guys should have been combat-tested." That is the same argument that says we should not build a DDG 51 *Arleigh Burke*-

class *Aegis* guided missile destroyer until we destroy one under actual combat situations.

**There has been a lot of talk about the alleged need for an ASW [anti-submarine warfare] "czar" to help cope with the Soviet submarine threat. Tell us: In your view, what . . .**

Trost: First of all, I was reading with great interest those articles about the ASW czar that were telling me what I was thinking about. What we have been attempting to do, and have been doing for more than two years, is focus attention on ASW as an area that should be of highest priority to us. In that process, we have asked several people to take a look at us. One of those was a Defense Science Board group, which said you should focus more closely on coordinating your ASW efforts in your research and development area. And that is the effort we have undertaken.

You may recall that former Navy Secretary John Lehman, with my predecessor's concurrence, disestablished PM-4, an office formerly associated with procurement of ASW systems, which was in a sense the ASW czar of recent years. We constantly have looked at how to better focus attention on ASW programs. In reviewing the POM [program objective memorandum] 90, which is the FY90-94 program, I came away well satisfied that we have in place a mechanism that focuses attention on our highest-priority items and will coordinate the activities



Photo by PH2(SW) Jeffrey Alan Elliott



of the various entities that have to be involved. We are looking at refining, not reorganizing.

**You have referred in some of your speeches to the sorry state of the U.S. defense industrial base. Do you see any momentum in Congress in trying to restore the assets needed in this area?**

Trost: Not really. People wring their hands about the inability of our industrial base to respond as it might have 10, 20, or 30 years ago. But I don't see much going on right now that is going to revitalize that base. We really are dependent upon our own economy. Maybe, to a degree, the impact of the trade bill will be to revitalize certain aspects of our industrial base.

But the current policy for the merchant marine industry, for example, doesn't really help that dying industry. In many cases we simply have lost out because foreign competition has done a better job in the world market than we have. Until we turn around that effort, I don't think we are going to see much change.

Clearly, congressional support of the efforts to drive down the value of the dollar and make imports less attractive to our economy is helpful, to the extent that those efforts do stimulate the economy. And we are right now, and have been for quite a few years, in a very stable, improving economic situation. We employ more people in this country today than we ever have, and in remarkably greater numbers.

**But that is not helping your — the Navy's, and nation's — industrial capability.**

Trost: That is not helping my capability. But the economy is turning more and more to a service-industry economy, as opposed to the hard-production economy we had back in the days when we said that we had that "boiler" that could be fired up in a hurry. We have a lot of capability. But our ability to respond rapidly in a number of areas is declining.

**You have talked at considerable length about what the future holds as a result of research and development. But will you be able to sustain the R&D level that you had over the past several years?**

Trost: What we do as a matter of policy is maintain approximately 9 percent to 10 percent of our available obligational authority in R&D. We know it is essential to build for the future. There are times [when] we would like a lot more . . .

**Can you sustain that much?**

Trost: I think we *have* to sustain that much in order not to compromise future readiness. In the areas that we consider most important, we have to prioritize our efforts to make sure that we cover those things that are of

greatest payoff. We have been working that effort for a number of years.

**What is your estimate of how far ahead we are right now, from a technological point of view?**

Trost: I wouldn't give an answer to that. You see experts in these various areas talking about three years here, five years there and a decade someplace else. But all of that is very much dependent upon the amount of effort that is focused on the part of those who steal or otherwise acquire our technology, and how successful they are.

**Are you seeing a great catching-up effort on the part of the Soviets?**

Trost: I think they have shown a great effort over the years to catch up, yes. And they have enjoyed marked success. Every time I pick up the newspaper and read about some successful interception of some shipment of things — or, on the other hand, something that has gone through — I recognize how massive that effort is. And massive is the only way to describe it.

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***"We have an alternative concept that would combine nuclear and gas-turbine power sources."***

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**Is the Navy considering building nuclear-powered ships other than carriers?**

Trost: In addition to aircraft carriers, we, of course, will continue building nuclear-powered submarines. At present the shipbuilding program does not call for any other nuclear-powered ships. The nine nuclear cruisers we have today are reliable and valuable assets with unique capabilities, but there are not enough to go around.

Navy force architecture still calls for at least two nuclear escorts for each CVN [nuclear-powered aircraft carrier] in service. We are now at a point where that is only marginally possible, and four more CVNs are in the pipeline.

**Is the Navy developing a design for a ship powered by both nuclear and conventional propulsion systems? If not a design development, is the idea under consideration?**

Trost: Besides the traditional all-nuclear approach for the propulsion plant, we have an alternate concept that



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would combine nuclear and gas-turbine power sources. Mission requirements for the ship would determine the utility of the rather unique capabilities this approach would provide. No specific technical development or ship design program is under way at this time.

**We find it hard to believe that *Unitas* is now in its 29th year. That undoubtedly is one of the best examples there is of sustained cooperation with our friends in Central and South America. But *Unitas* doesn't provide aid, and aid is very much needed. What are the...**

Trost: You're right. *Unitas* is one of the best examples there is of cooperation with our friends in Central and South America. But, contrary to your assertion, *Unitas* does provide aid. To help relieve the suffering which is so evident in many of the countries visited, our ships carry out humanitarian projects during port visits. Our per-

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***"U.S. sailors are among the most generous people in the world."***

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sonnel distribute clothes, repair or build schools and hospitals, and provide limited medical support. We call this "Project Handclasp." U.S. sailors are among the most generous people in the world. If you could see the lengths to which they go, often at personal expense, to befriend these disadvantaged people, you'd be awfully proud of them.

But probably the most important contribution we in the Navy make flows from our comprehension that Latin America is primarily a maritime theater — a large maritime theater.

With some of the longest shorelines in the world and a network of great rivers, Latin America is a maritime theater in three dimensions: internal, coastal and overseas. Their national life depends, as ours does, on free access to waterways. In this way, we share a common outlook. As a result, we feel that much can be done, on a navy-to-navy basis, to help improve their security.

Regular ship visits and bilateral and multilateral exercises serve a variety of purposes in the external, or blue-water, aspect of the maritime orientation. They show our resolve to protect the shipping lanes and defend the continent from attack from the sea. And they improve coordination between navies, overcoming challenges of different languages, operating procedures and weapons parameters.

**With *Unitas*...**

Trost: *Unitas* is the most important of these exercises.

For six months out of the year, between three and five of our ships, including submarines, with air and logistics support, deploy to South America to work with each of the maritime nations — and that means nearly all the nations of South America. *Unitas* is extremely important to these countries, both as a symbol of our relationships with them, and in terms of what is actually accomplished.

The navies of most Latin American countries are highly professional. They are proud to show us how well they can operate, and, in addressing issues of global strategy and blue-water tactics, we meet as real equals.

In this way, *Unitas* increases the confidence that our double-continent can meet any external threats to its security. Increasingly, we see that maritime forces are appropriate for dealing with some of the internal threats, as well. Each *Unitas* deployment includes briefings by our Coast Guard law enforcement teams on the latest techniques to interdict narcotics trafficking. Last year, for the first time, we flew helicopters with counterinsurgency teams into Paraguay and exercised with the Paraguayans at maritime defense in a "riverine" environment.

In this way, many of the things we can do are substantial and tangible. We in the Navy have a common bond with these highly professional, well-educated, tough and capable naval officers from Latin America. We see the world in a similar way. They understand our perspective and our global commitments extremely well, and we are coming to a better understanding of their perspective, which combines an interest in global strategy with the practical internal challenges of securing their countries from upheaval — something that we haven't had to worry about for a few years.

**But we do now, with the big Soviet push in Latin America. Can you give us some specifics on Soviet aid, as opposed to U.S. aid?**

Trost: We have a lot of ground to make up. Personnel exchanges between our naval academies and naval war colleges are continuing at a brisk pace, but in the last 10 years, because of congressional constraints, the number of advisors we have been able to send to Latin America has been cut dramatically. The Soviet Union has over 20 times the number of advisors and technicians in this continent that we have, and that doesn't count the continuing presence in Cuba of the Soviet Assault Brigade.

But we are trying to make up some of the lost ground. Our corps of naval attaches in Latin America is first-rate. The Latin Americans themselves understand and appreciate the regeneration of our interest in what they call "the American Continent." It is not exclusively a military challenge, but there is much that the U.S. military, particularly the U.S. Navy, can do.



To answer your specific question about overall U.S. assistance to Latin America versus Soviet assistance, U.S. aid to the region in FY 87 totalled about \$1.8 billion. Soviet aid was about \$58.7 billion. Amounts of Soviet aid to the region thus far this year are not available. In 1987, the Soviets provided \$535 million in military assistance to Nicaragua alone, and \$340 million in economic help.

**Two years ago, there was considerable concern that the JCS Reorganization Act would severely limit the roles and responsibilities of the service chiefs. Has that happened? If so, is there any hope of passing a modification to that legislation to make it more workable?**

Trost: As I have testified before Congress, the Navy moved smartly to implement all the provisions of the Goldwater-Nichols Defense Reorganization Act. In particular, those portions of the act that pertained to our relationship with Joint Chiefs of Staff received early and close attention. I would contend that those relationships, and the quality of people we have assigned to joint duty, have never been better.

In retrospect, the concerns you refer to may have been overstated at the time because we simply could not know how successful the transition to a new relationship would be. In fact, under JCS chairman ADM William J. Crowe Jr., it is my perspective, as a member of the JCS, that cooperation and decision-making are proceeding smoothly.

We are, nevertheless, still seeking to modify some provisions of Title IV of the Goldwater-Nichols Reorganization Act — the section that created joint specialist officers — to avoid promotional inequities that could have an adverse effect downstream. Those proposals are presently in committee, but I am hopeful that the Congress understands the need for helpful modification of some limited provisions of the law and that we'll see that happening in the future.

**With so many problems facing the Navy in so many other areas, maybe that "hopeful" note is the best way to end this interview. Admiral Trost, thank you for all of your time, and for your very candid and knowledgeable answers to our long list of questions. □**



Photo by PH2 Thomas Hensley



# Rescue swimmers

*“Throw out the lifeline across the dark wave, there is a brother whom someone should save.”*

*Edward Smith Ufford  
“Throw out the Lifeline”*

Story by JO2(SW) Gary Ross, photos by PH2(AC) Scott M. Allen

**F-14 pilot:** “MAYDAY, MAYDAY, MAYDAY! Carrier air control, this is ‘Tomcat.’ I’ve got a fire in my starboard engine and I’m having problems with my flight controls. How do you copy?”

**Carrier air control:** “Confirm your mayday, ‘Tomcat.’ Will you have to eject?”

**F-14 pilot:** “That’s affirmative, air control. I’m going to attempt to level off at 8,000 feet, then my RIO and I are punching out. Will relay coordinates before ejecting.”

**Air control:** “Roger that, but no need to confirm your position. We have you on our scopes and will relay the coordinates to the plane guard helo. Copy, Tomcat? Tomcat, this is CAC!”

Boom!

\* \* \*

The explosive charges of the ejection

seats throw both the pilot and his radar intercept officer high into the sky. Moments later, a sudden jolt tells them that their parachutes have opened. Disoriented, they gather their bearings long enough to look below them and see their “landing site” — the wide, open ocean — with nothing else in sight.

**Air control:** “Plane guard helo, this is carrier air control.”

**Helo:** “Go ahead, air control.”

**Air control:** “We have a downed F-14 approximately 20 miles northeast of home base. Another

aircraft in the vicinity reported both the pilot and RIO ejected into the sea. Request you provide search and rescue assistance immediately.”

**Plane guard helo:** “Roger, air control. En route to crash site. Will provide more information once we’re on scene.”



**Air control:** “That’s a Roger.”

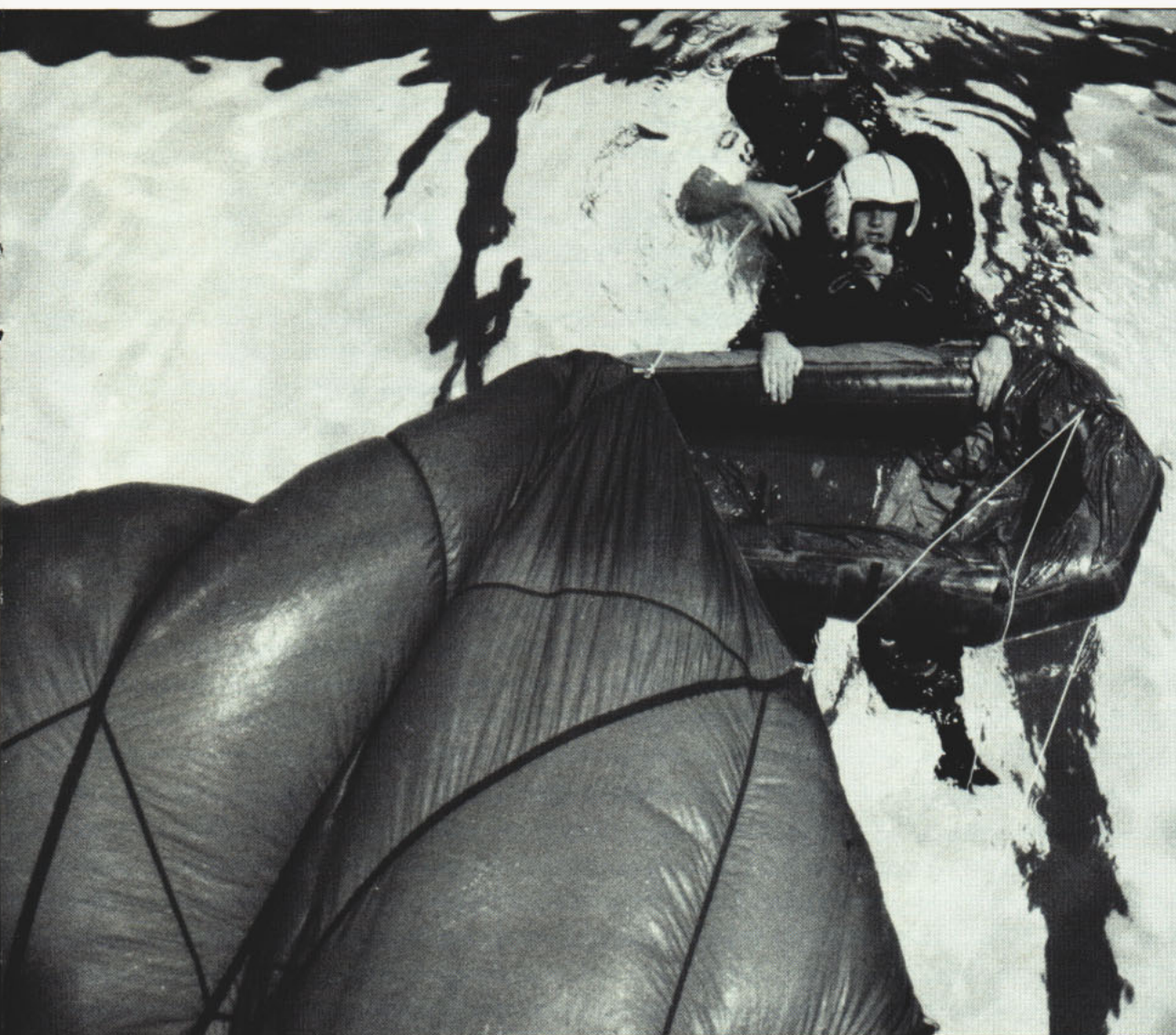
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A plane guard helo’s duties are to fly in the vicinity of the aircraft carrier during flight operations, in case an aircraft gets into trouble and its air crew has to eject or ditch the plane into the sea. The first half-hour after a crash is when a search and rescue mission is most likely to be successful.

\* \* \*

**Helo:** “Air control, this is plane guard helo. We’ve located the two airmen. One is waving his arms in the air and appears to be OK. The other is partially covered by his parachute and is holding on to his life raft. There’s no sight of any wreckage. We’re setting up to deploy our rescue swimmer to get them back into the ‘bird.’ ”





**Air control:** *"Roger that, rescue bird. Please notify when rescue is complete."*

Although the entire rescue-at-sea evolution is a team effort, the rescue itself rests on the shoulders of one man. He's a physically fit, highly motivated person who jumps out of a hovering helicopter into seas that may be rough or calm, warm or cold, but *always* unforgiving. The smallest miscalculation by the rescue swimmer could jeopardize the lives of the people being rescued, as well as his own.

So, who is this person that routinely leaves the secure confines of a helicopter for the uncertainties of the sea? Why does he do what he does and where does he learn how?

It all begins at the Navy Rescue Swimmer School at Naval Air Sta-

tion, Pensacola, Fla. Here, the complex and demanding job of saving lives from the perils of the sea is taught — in just four short weeks.

The school is open to Navy and Marine Corps men, and both male and female Coast Guardsmen. An RSS class can have a maximum of 24 students. It prides itself on "infecting" the student with teamwork, integrity and the confidence needed to get such a tough job done.

A rescue swimmer's job in its most basic definition is simple — jump out of a helicopter, come to the aid of people in the water, attach them to a hoist, get them back into the helicopter and apply any first aid needed. As simple as it is, it's a job that takes enormous physical exertion and unshakeable mental determination.

**Previous page:** RSS students concentrate on instructor's words. **Above:** A rescue swimmer disentangles a "downed aviator" from his parachute during a pool exercise.

On a typical day, a rescue swimmer student runs two to three miles, does countless push-ups, sit-ups, pull-ups and various other calisthenics. And, oh yes, he swims — and swims, and swims and swims.

Half of the training time (although most students say it seems like *all* the time) is devoted to the 25-meter pool housed within the old brick building that is the rescue swimmer school.

The pool area is adorned with a multitude of training equipment. A helicopter door, perched 10 feet above the deep end of the pool, is



Getting survivors into the rescue helicopter is a major part of a rescue swimmer's job.



used by students to get the feel of what it's like to jump from a hovering helicopter. Fire hose applicators shoot a continuous spray of water below the helo door and onto the pool's surface, simulating the rotor wash from a hovering helicopter.

Students are put through a variety of rescue scenarios, such as aiding a downed aviator still attached to his parachute, or saving a civilian aircraft passenger with no flotation device. Students are taught to think constantly and quickly. It's a serious and stressful burden to put upon a young sailor.

"The average student coming into this school is just 19 years old," said Marine Corps Major Robert McDavid, division officer of the school. "He's right out of boot camp and has been in the Navy for maybe four or five months, and this is probably the most rigorous training he's seen. We take that student and provide tough and challenging training for him, while the whole time we're giving him the confidence he needs to get the job done."

Although there's a 30-year age limit on students, there are exceptions. Marine Corps Gunnery Sergeant Martin Trehal, a class leader, is 40 and had to obtain a special waiver for the age limit.

"I used to think I was a pretty good

swimmer when I came here, but this school really puts your swimming skills to the test," he said.

An 18-year veteran, Trehal spent his entire career in the supply field and wanted a change.

"I've always enjoyed flying and swimming, and thought this would be a great way to marry up the two," Trehal said.

However, the majority of the students who come to RSS *are* young. Most are slated to be AWs, aviation anti-submarine warfare operators. Other ratings such as aviation structural mechanic, aviation machinist's mate and aviation electronics technician are also eligible to become SAR swimmers.

AWs have to first take a long ride on the "AW pipeline." The pipeline is a series of schools that must be completed before going to AW "A" school.

When the AW signs his service contract at the recruiting station, he is actually volunteering for a variety of things. First, he is volunteering to be put in a flying status, which means completing Naval Aircrew Candidate School. Also, if he completes an entry-level swim and physical fitness test, he then goes to RSS. All that takes place before the student goes on to AW "A" school.

When you take into account all

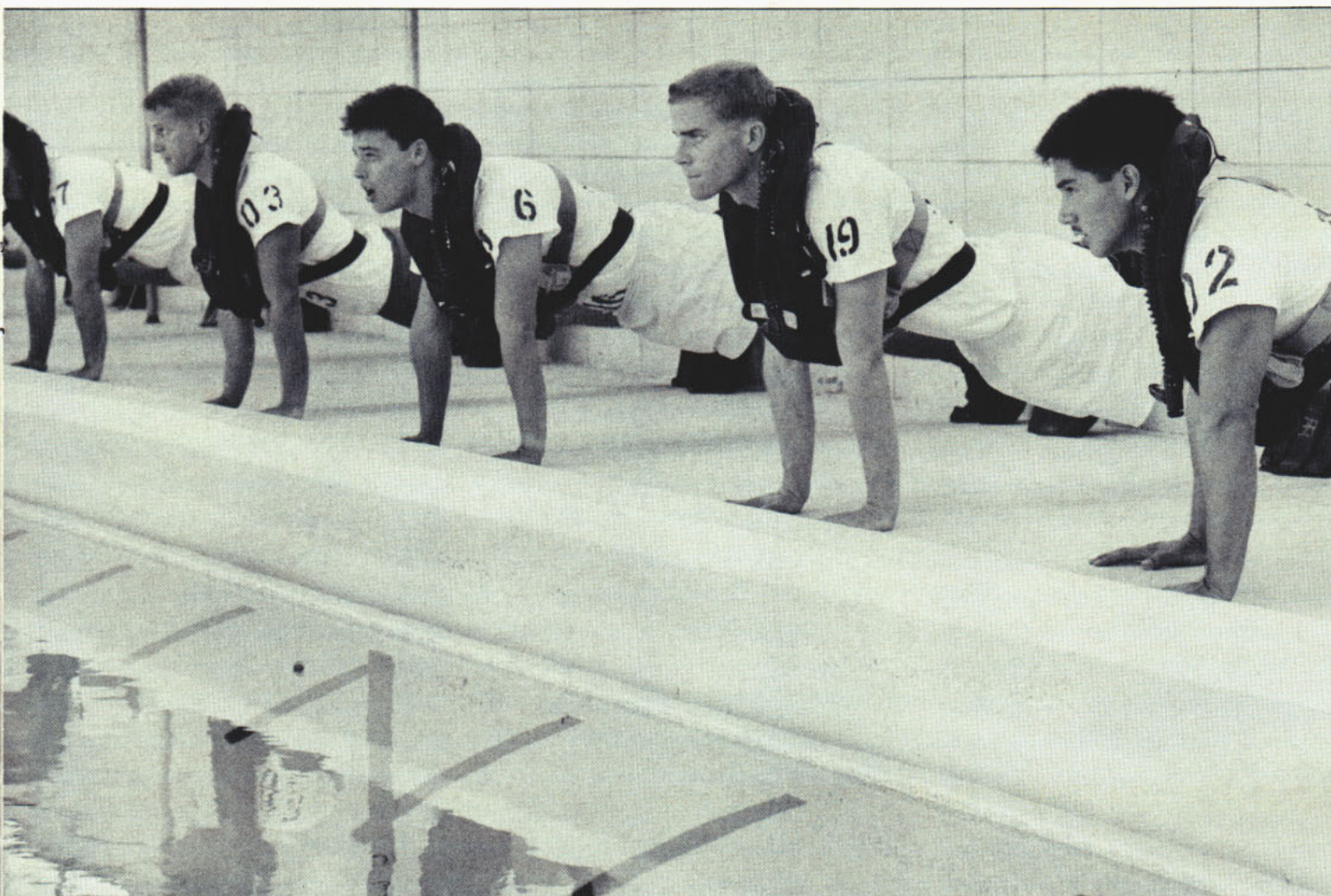


the time, effort and money that is spent on RSS training — for the students, staff and everyone else involved — the Navy is making a major investment in these young men.

And then there's the cost of specialized equipment.

When a student graduates from NACCS he leaves with a flight bag full of flight suits, survival gear and various other aviation paraphernalia worth thousands of dollars. Then, when he graduates from RSS, his flight bag becomes even more valuable with the addition of a wetsuit, fins, snorkel, mask and the two things that *are* the most valuable to a SAR swimmer — the SAR-1 flotation vest and the HBU-11 rescue harness. The harness alone, consisting of nylon and a stainless steel clip, is worth approximately \$800. But to the instructors, the most valuable things a student receives before graduating are the training and confi-





dence to do a dangerous job.

"In a four-week period, we have to take a guy and train him for one of the most demanding jobs that can be placed on a single individual," said Senior Chief Aviation Anti-submarine Warfare Operator (AC/AW) James MacMaster, leading chief of the RSS. "Our training has been specifically tailored so that we can put out a high-level product able to accomplish a rescue, day or night in any kind of weather, and do it successfully without a loss of life — either the man rescued or the rescuer."

Preventing loss of life in the water is the reason RSS exists. In particular, the safety of the student has always been paramount at RSS, although some may question it.

The death of Airman Lee Mirecki, a student who died during a training evolution at RSS last March, caused a flood of questions as to why the young recruit died and cast a dark cloud over the school.

"The reviews of the school's curriculum that came out of the Mirecki case didn't find any major problems with the curriculum," said CAPT J.W. Dickson, commanding officer of the Naval Aviation Schools Command. "The problem was with the training *methods* that were used to train the students, and to some degree the system that was used to track students in a medical down status. The Mirecki case was an unusual set of circumstances that when put together, led to a tragic accident. There was a whole chain of events that led up to Mirecki's death."

According to Dickson, Mirecki decided to DOR, or "drop on request," three weeks before he died, citing a fear of the water. When he did so, he went to see a standard aviation flight surgeon who grounded him from further training. However, a grounding chit was not issued by the flight surgeon because at the time it was

**In addition to the physical exertion demanded by pool practice sessions, RSS students do hundreds of push-ups, both for fitness and for discipline.**

thought that grounding chits were not required for RSS students. Instead, the grounding was noted on a consultation sheet.

Mirecki was then sent to see a psychiatrist who, after evaluating Mirecki, determined that he need not be grounded from training and could be put back into school. An "up" chit was not issued again because it was not deemed necessary, but the psychiatrist's comments were written on a consultation sheet.

Mirecki then went back to RSS and after talking with his chain of command, requested to be put back into training. After he restarted training, he again experienced the fear that he previously had and requested to DOR again. But this time he was forced into the water, suf-



**An instructor shows a student how to properly unhook a victim from the rescue hoist once inside the helicopter.**

ferred a fear-induced heart attack and died.

"The procedures that we have implemented now are procedures that will prevent an individual from having a similar problem," Dickson said. "Now, after seeing a flight surgeon and receiving a standard aviation grounding chit, the student must go back to a flight surgeon and receive a standard aviation 'up' chit to get back into training.

"The *only* person authorized to put a student back into training after being grounded is the flight surgeon," said Dickson. "The psychiatrist can make his determination and recommendations, but the final approval rests with the flight surgeon."

As a result of Mirecki's death, RSS was shut down for three months while a complete review of the school's curriculum and training methods was conducted. Several administrative procedures were clarified — especially the DOR procedure — and a new option for the student was added: the "training time-out."

"The DOR procedures for a student were always there, but were not clear-cut," Dickson said. "Now, before the NACCS and RSS class actually starts, we brief every student on DOR and training time-out procedures and have the individual sign statements acknowledging he understands the procedures."

The training time-out gives the student the opportunity to stop training at any point during the four-week course if he feels uncomfortable with any portion of it. Once he asks for the time-out, the student sees the division officer to discuss the problem, and then a course of action is taken to resolve the situation and get him back into training.

The *method* of training at RSS was also changed. Now, the training is a student-on-student relationship dur-



ing most of the water evolutions, rather than instructor-on-student, as it had been in the past. Now, the instructor's role is one of overseer, teaching the students lifesaving moves which they then perform on other students. Previously, instructors played the role of "victim" and students had to rescue instructors. Some students called this evolution "sharks and daisies."

"Officially, the drill was never called 'sharks and daisies,'" Dickson said. "That's just a name the students gave the drills. Now, these lifesaving drills are taught step-by-step by the instructors. One student simulates a panicky victim while a fellow student makes the rescue. The instructor's role is one of evaluation — watching them to ensure they perform each step correctly and safely."

The school is now operational again, and with the new procedures and methods being used, school officials are extremely optimistic for its future.

"We are getting the program back up to speed," McDavid said, "and we're putting out a high quality swimmer, utilizing the strictest of safety standards."

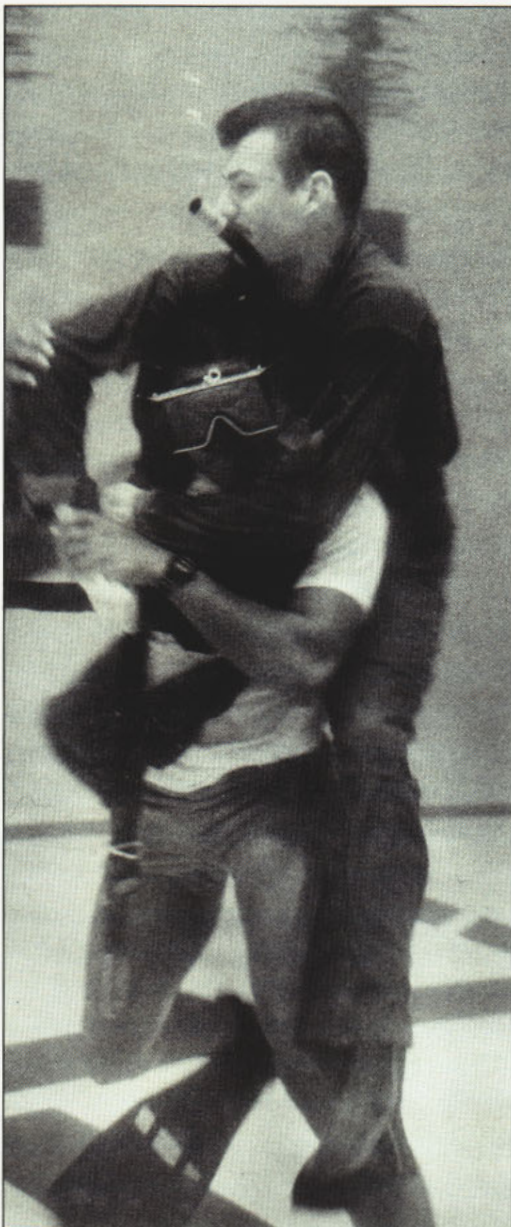
In addition to lifesaving drills, another pool evolution includes the 800-meter "buddy" tow, where the student tows a fellow student under his arm for 32 lengths of the pool. Dressed in SAR-1 vest, snorkel, fins and mask, the students doing the towing must complete this swim in less than 38 minutes. According to instructors, it's a tough 38 minutes.

"The whole time they do the evolution, they are completely submerged," AWCS MacMaster said.





**Left: With so much intense training in only four weeks, students take advantage of a rare break to rest. Below: Students rescue students during lifesaving drills.**



"An occasional ear may pop up out of the water, but other than that, all you see is the snorkel. If a student doesn't have the mental drive within himself, he won't complete the swim. The buddy tow is as physically demanding as anything we do in the pool."

MacMaster emphasized that, although they do help the student master his swimming skills, they don't have time to teach a person how to swim.

"There's only 20 days in which we can make you a rescue swimmer," MacMaster said. "If you're not already a good swimmer, we don't have time to make you one."

Labeling himself a "decent swimmer" when he arrived at RSS, Coast Guard Airman Gerald Defelice said it was the flutter kick that really gave him trouble.

"The whole time you're performing a rescue on someone, you have to constantly keep kicking to stay afloat," Defelice said. "At first, it's hard because you're so concerned with rescuing the person and then you find yourself sinking. Fortunately for me, I had classmates to help me with my swimming techniques."

Most students say that the one thing that gets them through the course is teamwork.

"My shipmates are always rooting me on and in turn, I do the same," said Airman Recruit Horace Tayn-

ton Jr. "If one of the other students doesn't have the confidence within himself, then we make sure we instill it in him."

Confidence and the basic rescue knowledge a student learns in the four weeks he is at RSS are put to the test two days before graduation. For his final exam, the student is required to perform a multiple rescue — three people in the pool simulating downed aviators, civilian aircraft passengers or maybe even a man overboard.

"The swimmer is taught to evaluate the situation from the helo," MacMaster said. "It's his job to determine which person needs attention first, then get that person attached to the hoist and back into the helo."

After the first victim is in the helo, the SAR swimmer must immediately turn his attention to the other "survivors." Once he has the last one hooked to the hoist, he straps himself onto the hoist for the ride back into the helicopter.

"Once he is in the helo, he must perform the proper first aid techniques on anyone who's injured," MAJ McDavid said. "We have a guy up on the helo platform with simulated moulage injuries attached to him and a corpsman is standing by to grade the swimmer on how well he performs the first aid procedures."

The entire multiple rescue evolution must be completed within 30



**Two students are hoisted into a UH-1 Huey helicopter during practice rescue operations in Pensacola Bay.**

minutes. Immediately afterward, students are critiqued on how well they performed and given a grade of "qualified," "conditionally qualified" or "unqualified." If a student is graded as "unqualified," then he gets another attempt at it. If he fails again, then he must take remedial training. The student *must* pass his final exam to graduate.

The day before graduation, RSS students leave the climate-controlled atmosphere of the pool for the salty, murky waters of the bay that surrounds NAS Pensacola. For an entire afternoon, students "rescue" each other; they practice hoists into a helicopter and make three jumps apiece. Although this evolution isn't graded, it gives the student a first-hand feel of what it will really be like when he makes an actual rescue. It also fulfills part of the requirement to have six day jumps and two night jumps. They complete the remainder of their jumps after "A" school, when they arrive at their first squadron.

But what happens when the students leave RSS? Do they get to go out there and make rescues? Several RSS instructors can say, from experience, that they do.

On a beautiful, sunny afternoon, RSS instructor AW2 (AC/AW) James Vaughan was flying as 1st crewman in an SH-3 *Sea King* helicopter when the word came that the pilot of an A-7 single-engine aircraft ejected after his engine caught on fire. As first crewman, Vaughan was in charge of running the hoist and getting his rescue swimmer, also known as the 2nd crewman, into the water to make the rescue.

"Everything was right for a perfect rescue," Vaughan said. "The water was calm and the visibility was perfect. Once over the downed pilot, I 'jumped' my rescue swimmer and

within three minutes, the rescue was complete. The only thing wrong with the pilot was he was in mild shock. Other than that, he was fine. The rescue swimmer completed the mission perfectly."

A veteran of several search and rescue missions, RSS instructor Aviation Electronics Technician 2nd Class(AC) Grant Pouchert relates one of his rescue stories.

"My first rescue was in the Med," Pouchert said. "My helo crew was busy cross-decking passengers from ship to ship when a sailor on a frigate fell overboard during a conventional replenishment. The entire rescue evolution took 10 minutes and the guy was fine."

Pouchert's second rescue was something quite different. While deployed with Helicopter Combat Sup-







Left: A student jumps from a Navy utility boat to prepare to be hoisted on board a helicopter. Below: After completing a practice jump and rescue, two RSS students celebrate their success.



port Squadron 5, an Omani cattle ship overloaded with livestock in the Gulf of Oman hit heavy seas and all of the cattle went to one side of the ship. The enormous weight shift caused flooding in the boiler room. Many of the cows were hanging out over the rails.

"Cattle were swimming out in the middle of the ocean," Pouchert recalls. "Meanwhile, 21 of the ship's crew were at the bow of the ship and we had to get all 21 into position to have them hoisted. My helo crew got 10 of them and another helo got the

remainder. No one was hurt."

Not all rescues have happy endings, though. SAR swimmers can also tell you about potential rescue attempts that turned out to be nothing more than searches for bodies. But whether the experience is good or bad, rescue swimmers are always proud of their profession and all will tell you that they wouldn't want to do anything else.

"I'm a member of a very elite group whose main purpose is to save lives," MacMaster said. "The view you have to take is that if it wasn't

for you and your team, that person might not be alive today."

Pouchert echoed those sentiments.

"I like the fact that you're capable of getting somebody out of a situation that they don't want to be in," he said. "To be able to push yourself to the limit both mentally and physically, and be that one person that somebody turns to when they're in trouble — it's a great feeling." □

*Ross is a staff writer for All Hands. Allen is a photojournalist for All Hands.*



# Naval Surface

*From White Oak to Wallops Island, NSWC technologists help the Navy fight smart.*

Right: Programmers run a variety of tests on the *Aegis* system at the Dahlgren lab. Below: A 16-inch gun barrel is test-fired. Below right: Sailors inspect the AN/SPY-1A radar at Wallops Island.



NSWC file photo



NASA Wallops flight facility photo



# Warfare Center

Story by Marie G. Johnston, photos by PH2 (AC) Scott M. Allen

Each year, Virginia's wetlands play host to thousands of birds during their migratory flights. On Wallops Island, amidst snowy egrets and great white herons, stands a Navy "ship" that never sails.

A five-hour drive "up the road" from Wallops Island brings you to the banks of the Potomac River at Dahlgren, Va. As squirrels scamper through the trees and ospreys quietly fish the river for food, the peaceful setting is suddenly shattered by the thunder of large-caliber weapons fire.

Still further north, just outside of the nation's capital, buildings of various shapes and sizes dot a 700-acre portion of the Maryland countryside. Within these buildings, some of the brightest and best scientists and researchers in the country perform their tests and experiments.

What do all these areas have in common? The Naval Surface Warfare Center oversees them all. The center provides technical support for Navy customers and other defense activities that need products and services for ship combat systems, ordnance and strategic systems. NSWC research facilities include laboratories for chemistry, plastics, metallurgy, robotics and explosives; hydroballistic, hydroacoustic and aerodynamic test facilities; electromagnetic and environmental simulation facilities; and combat/weapon system integration and evaluation. In short, NSWC can be compared to a giant brain that gathers and processes all the information necessary to keep the Navy up-to-date in today's high-tech environment.

"NSWC's mission is to make the Navy technologically smart," said CAPT Robert P. Fuscaldo, the center's commander. "We're helping to get more products to the fleet —

good, reliable products." This concept is apparent throughout NSWC's many labs and test facilities.

## **Aegis — shield of the Navy**

According to Greek mythology, Zeus gave the "Aegis" — a goatskin shield — to his daughter Athena after he had endowed it with magical protective powers. The "Aegis," when worn, made Athena invulnerable to her enemies.

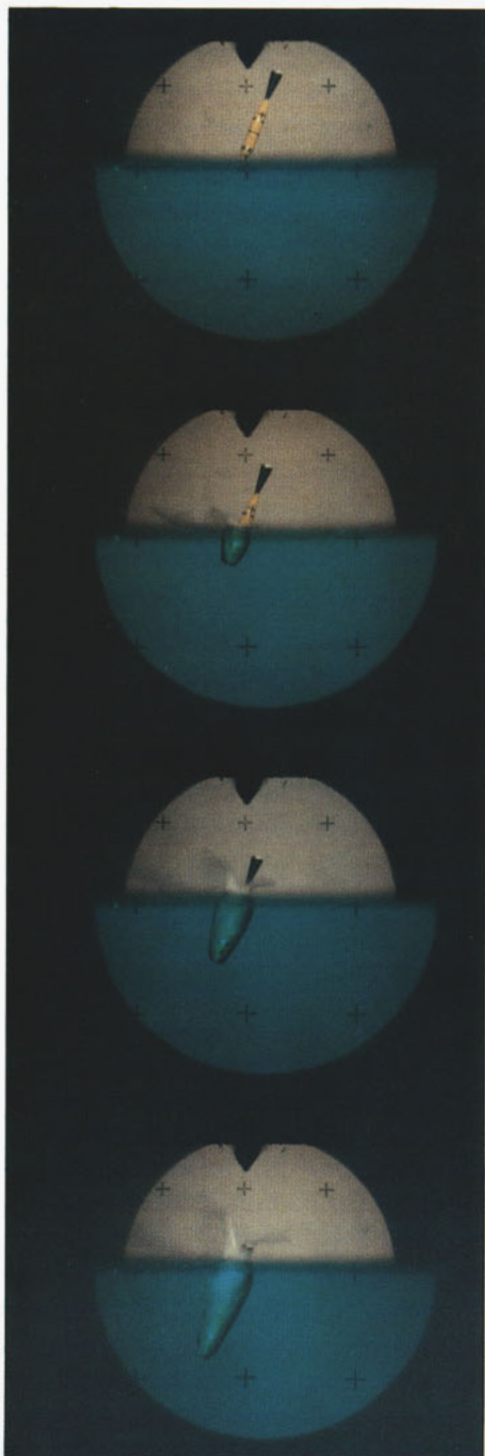
Today, the Aegis combat system provides a shield to the surface Navy's battle groups. Reuben Pitts, manager of NSWC's Aegis program office explained, "Even though ships of the battle group are over the horizon and can only see things on an individual basis, you can sit on an Aegis cruiser and collectively see what each ship in the battle group sees.

"It's the most complex ship we've ever put to sea," Pitts continued. "The Aegis program is bringing us out of the individual weapons age and into an age of unified combat systems, which makes the Navy more efficient."

According to LT Arthur R. Cook, a systems test officer at NSWC, "An Aegis cruiser is an easier ship to run — much more so than ships in the 1970s.

"The Aegis system gives you a better chance at detecting targets, determining what's going on and what the threat is," said Cook. "In short, you have an instant response capability to the threat because the captain has all the information in front of him on his console."

"Aegis is different," said Pitts, "because it evolves. Usually, you put a ship to sea for 30 years and at 15 years you perform an upgrade. With Aegis, the system is controlled more by computer than past combatants have been. This allows us to



Above: Only the miracle of high-speed photography can show something the human eye will never clearly see: the water-entry impact of a missile as it is launched into the hydroballistics tank.

Photo by Bill Stafford



**Right: Aerial view of the "ship in the sand." Far right: Aegis sailors conduct an interference test in the ACSC combat information center. Far right bottom: ET1 Mark Parr annotates results of the test.**

backfit [upgrade] the system faster — to keep up with the threat," he said.

"The *Aegis* platform incorporates many individual support systems," said Joyce Greeley, head of the electronic warfare systems development branch. "The *Aegis* electronic warfare suites include the AN/SLQ-32 computer, which intercepts radar signals. NSWC's support of the AN/SLQ-32 includes development of new enhancements and support, both hardware and software, of 300 fleet units now installed," she said.

NSWC supports all the software for the AN/SLQ-32 used on *Aegis*. "It's our job to provide the most up-to-date software and if there's a problem, to determine what's wrong and how to fix it," she said.

The heart of the *Aegis* ship is the AN/SPY-1A, phased-array radar. "The electronic warfare systems may be able to identify an object, but the AN/SPY-1A radar identifies the incoming speed and altitude and can determine much more information about the situation," said Greeley. "The two systems, AN/SLQ-32 and AN/SPY-1A, used in conjunction with each other, provide an almost instantaneous response."

"These systems allow an *Aegis* cruiser to 'see' what's initially going on in just seconds," added Cook. "You have the entire picture very quickly — this quick reaction time makes this system easy to operate."

"Once you're locked on to an object," Greeley said, "you make the decision for 'soft kill' by using chaff or a decoy launch, or for 'hard kill' by shooting it down."

The combat system requires fewer men to run the ship but the basic technology is greater. "You get more fighting capability out of fewer sailors," said Cook.

Training facilities for the *Aegis* sailor are located at Moorestown,



NASA Wallops Flight Facility photo

N.J., and Dahlgren and Wallops Island, Va. According to Pitts, these facilities provide the beginnings of closed-loop detailing for the *Aegis* sailor. "The sailors can keep up with the latest technology when rotating from ship to shore," said Pitts.

But, even when they're ashore, *Aegis* sailors can still be on a "ship."

### The 'ship in the sand'

"Wallops Island is a wonderful place to be stationed," said CDR Frank Dengler, executive officer for the *Aegis* combat system center, a new Naval Sea Systems Command detachment. "Everything has just been built — we have new family housing, a new 80-room set of bachelor enlisted quarters and a new 16-room BOQ."

Although the *Aegis* combat system center is operated by NavSea SysCom and not NSWC, the center

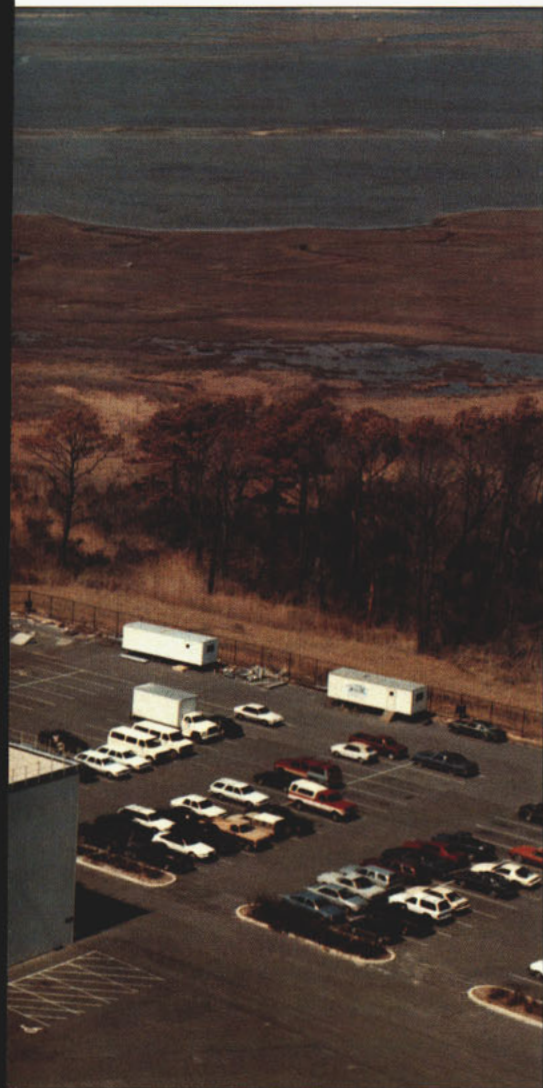
is crucial to the support of NSWC's *Aegis* program.

"This area has something for everyone involved in *Aegis*," Dengler continued. "We're not too far from the beach, Chincoteague Island is a resort area five miles away and the National Seashore Wildlife Refuge of Assateague Island provides some of the best places to relax in the continental United States."

The opportunities to play may be many, but most of the work gets done at the ACSC's "cruiser," a 51,000-square-foot, two-story building, with an *Aegis* superstructure and mast. Next door, a construction crew works feverishly to finish the "destroyer" building scheduled for completion in 1989.

The center's *Aegis* effort is primarily involved with engineering and the hardware and software needs of the fleet. Representatives from





the *Aegis* engineers at the Naval Ship Weapons Engineering System, Port Hueneme, Calif., provide in-service engineering to replicate any problems reported by the fleet and perform the necessary troubleshooting. The center also supports a training unit that provides team and operator training.

The cruiser building is home for an *Aegis* combat information center. "Our CIC here at Wallops is identical to a real *Aegis* ship, except we have more room," explained Master Chief Electronics Technician David G. Held. "We have the capability to monitor or participate in fleet exercises, we can test the systems before they are installed on board a ship and we have the facilities necessary to keep our *Aegis* sailors trained and up to date on the system."

"The work being done here at Wallops Island really brings home



how far the Navy's progressed," said LCDR Elihu Kincaid, the planning and operations officer of the center. "We've come a long way from when we'd have trouble dealing with just a single, high-speed target to the *Aegis* system, which easily deals with multiple high-speed targets and other threats simultaneously."

But progress isn't just being made with hardware. "Even with a system such as *Aegis*," Kincaid said, "we

still need people — we must have the man-machine interface. Our *Aegis* sailors are a cut above the rest — they're high quality because of their intensive training."

The *Aegis* combat system is one of the many facets of NSWC. Research by the center into other fields of science and technology are providing the fleet with the capability to meet the rapidly changing threat through the newest and safest technology available to the Navy.

### Insensitive explosives

The NSWC explosives processing facility at White Oak, Md., develops new explosives to meet the Navy's requirements. "We evaluate the properties and characteristics of new explosives," said Laura Burke, a physical scientist at the explosives processing lab. "This is a complex process — it's not as simple as putting A, B and C together and coming up with an effective explosive."

"When we get a new explosive's formula, we make a small amount of the material and evaluate it," said Burke. "If the material shows promise, we make a larger batch and do an extensive evaluation — testing the processing parameters, physical



**Right: A scientist adjusts the *Trident* model. Below right: Model parts are inspected before and after testing at the hypervelocity wind tunnel. Far right: A missile is "rescued" from the hydroballistics tank after a test.**

properties and safety characteristics of the explosive composition. "Safety," she said, "that's the paramount concern."

According to Burke, the lab is working on a new, insensitive explosive for a general-purpose bomb for fleet use by 1995. The general purpose bomb currently uses an explosive known as "H6." "It's old technology," said Burke. "A high temperature is needed to melt it and it explodes in fuel fires and is subject to sympathetic detonations. We've used it because its performance was adequate and it was cheap to make."

"The whole idea here is to analyze and improve our explosives in the area of vulnerability. We must also eliminate the problem of 'cook-off' explosions and sympathetic detonations," said Burke. "That's the challenge — reducing our shipboard vulnerability without sacrificing weapon performance."

### Degaussing ships at sea

Milt Lackey, a physicist with the magnetic ship models facility stood next to his building at White Oak with its aluminum walls and copper radiators as he explained, "This facility is unique to the Navy."

Elaborate demagnetizing design features were required for scientists to create an ideal setting for studying ways to control the magnetism of the Navy's ships.

Inside this highly stable magnetic environment, Navy scientists have designed a miniature degaussing range. "In magnetic silencing, the Navy uses two techniques," said Lackey. "One is known as degaussing, where we actually install a system of coils on board a ship and energize those coils with just the right

amount of current to reduce to the minimum a ship's magnetism or 'magnetic signature.'" Degaussing is used to protect steel-hull vessels and minesweepers.

"We also use a treatment called 'flash deperming,' which modifies the magnetization in the hull," said Lackey.

Both of these treatments are monitored by shore-based facilities. "The *Trident*-class submarine has a facility in Bangor, Wash., that all *Tridents* have to go through for magnetic silencing. For the surface ship degaussing program, we have range facilities up and down the coasts and all over the world," Lackey said.

The lab is developing ways a ship can monitor its own magnetic state and to use that information to set its own degaussing. "The magnetic state of our ships varies with both the type of operations and the environment," said Lackey. "All the effort you've put into calibrating the degaussing has to be repeated periodically at shore-based system facilities. Self-monitoring would solve that problem."

"Right now, a minesweeper is the critical ship and it has to come back to shore every two to three months," Lackey said. "So, if we can develop self-monitoring procedures for these ships, we can free them up from the shore-based ranges."

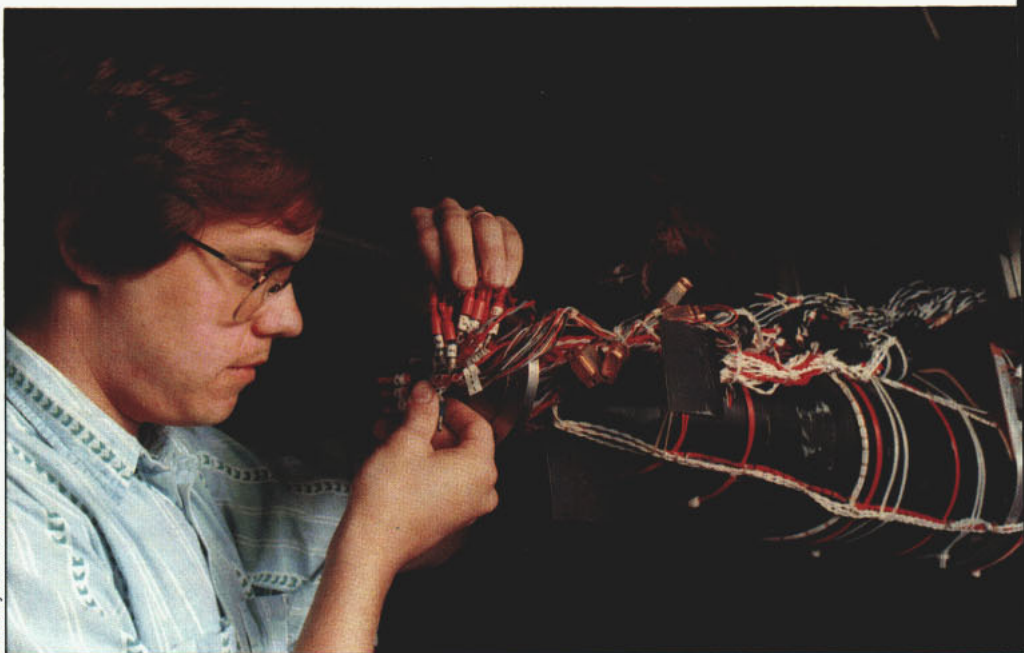


Photo by Pam Lama

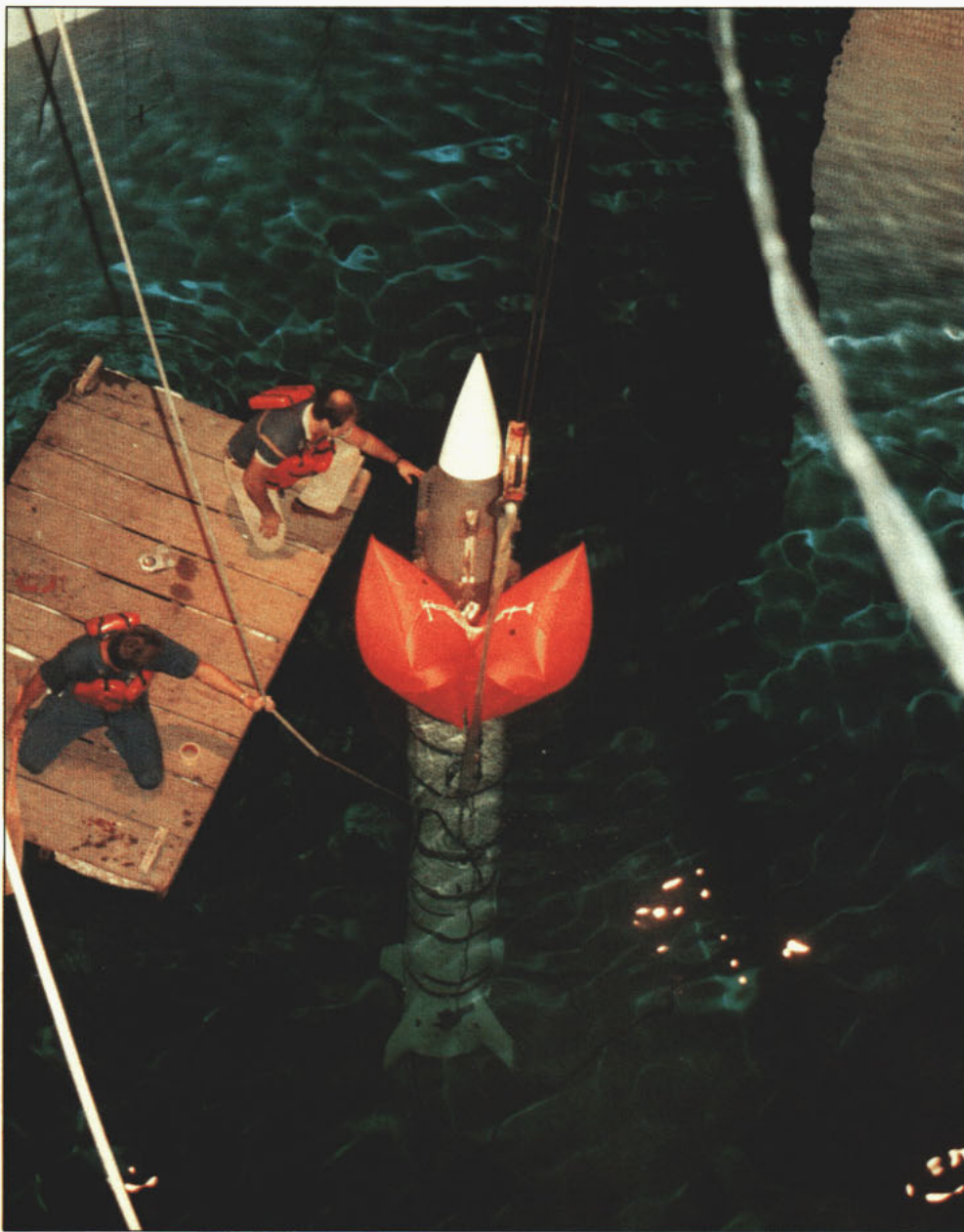


Photo by Pam Lama

### Hypervelocity tunnels

Not far from the lab that studies magnetic effects is a facility that studies high-speed aerodynamics. White Oak's hypervelocity wind tunnel No. 9 measures aerodynamic effects on missiles and space plane models during entry and reentry, determines surface pressure effects of various angles of attack and checks





NSWC file photo

heat transfer rates caused by air friction.

The tunnel can hold large-scale models up to six feet long. "By using these models, near full-scale re-entry bodies can be tested, and a variety of instrumentation can be used and many data points per run can be obtained, so overall productivity of the facility is high," said Dan Marren, an aerospace engineer at the tunnel facility.

"We prepare the tunnel, set the model up and run the tests. Each test run is one second in duration and we repeat the process twice a day. This allows us to obtain two seconds of data a day, which is phenomenal at

conditions of Mach 14," said Marren.

White Oak also supports a hypervelocity research tunnel for high altitude testing at Mach 18 and a hypersonic tunnel for lower altitude testing at Mach 5 to 8. In addition, a supersonic tunnel (Mach 1.5 to 5) provides for tactical weapons development.

But a fiery flight through the air is not the only hazard Navy missiles have to survive.

### Hydroballistics facility

The high-speed, water-entry missiles used by today's surface fleet must be tested to determine what

will happen as they enter the water. Problems encountered in the past with water-entry missiles include structural failure and damage to internal components. The hydroballistics facility at White Oak provides the capability to simulate high-speed water entry and allows engineers, scientists, and designers to determine trajectories, water exit and underwater launch effects.

The hydroballistic tank is housed in a reinforced-concrete honeycomb structure. "The building is nine stories high, with four of the floors below ground, and can hold 1.75 million gallons of water in its stainless steel liner," said Larry Resch, a mechanical engineer with the hydroballistics facility. "Fifteen gun ports, which are used for launching our models, surround the perimeter of the tank and the air gun launchers can fire up to six-inch diameter models at speeds up to 1,500 feet per second. Tightly woven nylon impact mats are located throughout the tank to prevent damage to a model being tested and to the tank itself," he added.

The water level in the 100-foot long, 35-foot wide, 75-foot deep tank can be adjusted for water exit and free-flight experiments. The tank also has 157 viewing ports made from armor glass and used for photographing tests, or for observation.

"We have a rail assembly installed at the bottom of the tank which provides us with the ability to simulate submarine-launched missiles," Resch continued. "There is also a torpedo tube, from a World War II submarine, in one wall of the tank, that we use as a test launcher," he said.

### Testing the Navy's munitions

Seventy-five miles to the south, in Virginia, much of the scientific knowledge gained in White Oak's enclosed labs is tested in a real-life environment as big as all outdoors.

"Dahlgren is noted for having the world's largest river ordnance testing range, which runs down the Potomac River at Dahlgren to the Chesapeake Bay," said Fred Hartley,





**Above: All gun barrels pass through the NSWC gun line at least once in their lives. Right: Aerial view of the gun line.**

head of the range services system section.

The primary function of the range is what is known as "production acceptance work," Hartley explained. "We receive gun mounts from the manufacturer, such as an MK 75 (76-mm gun mount), we then set it up and operate it just like you would on board a ship," he said. "After firing it, we repack it and send it to the shipyard for installation on an FFG. When we test, we intentionally try to break them. We'd rather have them break here than on board a ship.

"We test all cartridge cases, fuses and primers here, too, based on samples from each shipment," added Hartley. "We also set the charge weights for all caliber guns.

"This gun line keeps one of everything the Navy currently has or has ever had," said Hartley. "The only thing we're missing is the MK 45 gun mount — we had one, but it was



lost in a fire a few years ago.

"Every barrel in the Navy comes here at least once in its life," Hartley proudly said. "That includes the 18-inch gun that the Navy designed for possible use during World War II. It never went to the fleet, but if we need it, we have it."

From the bustling suburbs northeast of Washington, D.C., to the wooded expanses of Northern Vir-

ginia — from the quiet laboratories of White Oak, Md., to the thundering munitions testing range of Dahlgren, Va., the Naval Surface Warfare Center is using the newest technology and the brightest minds to guarantee that when fleet sailors go into action, they are using only the best. □

*Johnston is a staff writer for All Hands. Allen is a photojournalist for All Hands.*



# Nesting with the Navy

Story by Marie G. Johnston

Standing next to the 16-inch gun test-mount at Dahlgren, Va., can be an intimidating experience for people, but it doesn't seem to bother the osprey family nesting in the range tower. But if the guns don't bother the birds, sometimes the birds bother the guns, according to Frederick A. Hartley, head of the range services system section. The ospreys, which are a little smaller than eagles, have the power to bring a 16-inch gun test to a screeching halt — just by perching on the range tower's antenna.

"We tried to work around the ospreys in the tower," Hartley said. "We put heavy-duty canvas over the nesting area one year. When the ospreys came back in the spring, they simply shredded the canvas, repaired their nest and produced their young."

"We have three bore sight towers on the test facility at Wallops Island, Va., that had the same problem with the ospreys," said Thomas Wray, natural resources manager for Naval Surface Warfare Center. "We had to remove the nests and put a special netting up to keep the birds off because there they could actually end up being harmed due to the operations."

"The osprey was once considered in need of protection, but the birds rebounded so well from their earlier decline," said Wray. "Almost every other bird species here and at the facility at Wallops Island is protected by the Migratory Bird Treaty," he added.

Even though ospreys are no longer considered to be in danger as a spe-

cies, their nests are protected and cannot be moved unless a "small purpose salvage permit" has been issued.

One of the baseball field lights at Dahlgren currently supports an actively producing nest. "Since we have the required permit, we propose to erect a telephone pole with a

mate for life and lay two or three eggs annually, but the survival rate of the young depends on the availability of food.

As migration time nears, fledglings are big enough to make the long flight. Once the young birds complete the migratory flight to Central and South America, they spend their first summer in their wintering grounds. They usually return to their hatching grounds in the north as two-year-olds.

"Ospreys have had good luck in coming back because they have adapted to humans," said Wray. "You can disturb ospreys to the point where they fly off their nest, but they'll come back and settle in again."

The only species in the area protected by the Endangered Species Act is the bald eagle. "Some eagles winter here and others have nested in the area of Pumpkin Neck," said Wray. The Chesapeake Bay area has a relatively large bald eagle population — it's a good place for them to be. Many of the areas they used to inhabit have been developed and bald eagles are very susceptible to human disturbance —

it doesn't take much for a bald eagle to permanently leave its nest.

"As long as the Navy continues to be conscious of what it's doing on this land to minimize impact on the ecology of the area," said Wray, "the quality of this environment will at least remain the same, if not improve." □

*Johnston is a staff writer for All Hands.*



**An osprey returns to its nest atop the Dahlgren ball field light. The nest will be moved to an artificial nest site before spring.**

wooden platform on top of it directly across the road from the lamp," said Wray. "A bowl-shaped top, made out of chicken wire is placed on top of the platform. The original nest will be placed in the new artificial nest, and when the ospreys return in the spring, we hope they will take to the new structure."

Unless they die during their migration flight, ospreys return to their original nests. The birds usually



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# The Navy's health care crisis

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*Vice CNO speaks out on  
Blue Ribbon Panel findings.*

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Story by Mike Campbell

Navy medicine is "in a state of crisis," said ADM Leon A. Edney, Vice Chief of Naval Operations, addressing medical personnel at Bethesda Naval Hospital in Maryland recently. He pledged Navy leadership's full support for the many medical policy initiatives recently announced by Secretary of the Navy William L. Ball III.

Edney delivered both a verdict and a promise to the standing-room-only assembly in the naval hospital audi-

torium. He was flanked by five flag officers who form the nucleus of the Navy Medical Blue Ribbon Panel. He established the panel by direction of the SecNav in May 1988 to review the widely reported decline of Navy medicine and to make recommendations to improve it.

"We have today in Navy medicine an inadequate ability to take care of our active duty [personnel], let alone our dependents and our retirees in the medical treatment facilities of our Navy," said Edney. "We [also] know that graduate medical education is in jeopardy. We know that we have not only a declining retention of physicians within the Navy, we know that the frustration factor is high. We know that there is inadequate clerical care, inadequate clinical technician support and inadequate equipment that is state-of-the-art. In summary, I'd say to you that everyone agrees that Navy medicine is in trouble. Some say it's headed for collapse."

VADM James A. Zimble, surgeon general of the Navy, has said the Navy needs 6,900 more technicians, nurses, secretaries, corpsmen and other medical personnel to operate its clinics and hospitals at full capacity and greatest efficiency. The surgeon general spoke directly to concerns raised in the media and elsewhere dealing with the reported plight of Navy doctors hamstrung by a system fraught with shortages and bound by bureaucracy.

At Bethesda Naval Hospital, more than half of the 536 beds designated for acute care aren't used as such because of staff shortages.

Throughout the Navy, unprecedented numbers of dependents and retirees are being turned away from naval medical facilities, while doctors complain that a system lacking support personnel won't allow them to perform the skills they were trained for.

But after a 90-minute review of the panel findings and recommendations, Edney rejected the idea that



naval medicine is destined for dissolution, calling that an unacceptable solution, and urging medical professionals to remain in the Navy health care arena.

"We need you, if we're going to turn this thing around. One leader is not going to do it, we've got to turn this around together," said Edney. The Vice CNO, referring to the disparity between civilian and military pay for physicians, appealed to doctors' values of teamwork and pride in their profession and country.

"We have people in the Navy who willingly dedicate their lives and deserve what we can give them in care. I am pledging to you my full support and the full support of Navy leadership to work with you along the way. I only ask one thing: that you give 110 percent of your effort. . . . If each and every one of us does that, I guarantee you that the prophecy that we are headed for disaster won't happen and the satisfaction that I talked about, of knowing you did something worthwhile with your life for people who needed it, will come about."

The driving force behind the Navy's push for across-the-board improvements in its medical department are the recommendations that grew from the findings of the panel, the purpose of which was to explore ways to improve delivery of Navy medicine to active duty people, dependents and retirees while restricting the use of the Civilian Health and Medical Program of the Uniformed Services, thus lowering CHAMPUS costs. The panel reviewed 76 separate problem areas, and in the executive summary of the final panel report, its conclusions are summarized:

- Navy medicine must improve its direct care capability.
- Graduate medical education programs are top priority.
- Navy medicine must develop effectiveness measures to better manage medical treatment facilities.
- Budget constraints demand firm

resource requirements and funding justifications.

- Department of the Navy must maintain the panel/flag officer working group to ensure implementation of identified objectives.

"We've concluded that you in the Navy must work vigorously in filling . . . its medical treatment facilities with the capacity to do full-time, full-care quality medical treatment," said Edney. "By doing that, and *only* by doing that, will we be able to get under control the cost of CHAMPUS." Edney pointed out that last year the Navy's CHAMPUS bill was \$261 million over budget, forcing the service to take the money out of operational commitments such as steaming and flying hours.

"But we did get that money," he said. "It was not easy, it was painful, and we can't do that every year. But I guarantee you, CHAMPUS costs are going to go up every year, so we've got to fill out better [Navy] treatment facilities. . . . The long-term answer is to get the people back into the medical treatment facilities. And in order to get the people back you need sufficient assets, doctors, technicians and clerical help to

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*"One leader is not going to do it, we've got to turn this thing around together."*

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make the system work properly."

Included among the major recommendations approved by SecNav are:

- Provide additional resources to strengthen physician graduate medical education (improved residency training opportunities), thereby recruiting and retaining more doctors in the Navy.
- Increase civilian administrative/clerical support for military treatment facilities.
- Replace current geographic

medical commands with medical type commands to improve resource allocation and provide direct oversight by fleet commanders-in-chief.

- Establish family practice hospitals to provide beneficiaries with improved access and continuity of care.
- Reallocate non-medical support personnel to medical treatment facilities.
- Disestablish four U.S. clinic commands and return their manpower and funding assets to Navy military treatment facilities.
- Increase physician/nurse compensation by developing a competitive medical special pay package.
- Increase reenlistment bonuses, "C" school training and commissioning programs for hospital corpsmen.
- Increase funding for medical support equipment.

Edney emphasized the importance of the panel's continued involvement in the medical reorganization process. "We intend to keep this Blue Ribbon Panel effort [continuing] through a standard medical board that will be looking at the results so that we can adjust," he said. "We can throw away those [results] that don't work. . . . This is not going to be a one-time surge effect. We're in this thing for the long haul, and we'll be meeting every 90 days and look at the next 90 days and the next year and a half. Until we turn this thing around. . . [the] top leadership is going to work on this problem."

The conclusion of the executive summary of the panel states that implementation of the panel initiatives will significantly increase access to Navy health care.

"The complexity of the situation is great, the urgency of the situation is great," said Edney, "and we have elected to therefore put extraordinary effort . . . make it happen now while we're studying it, so that we can get on with things that work." □

*Campbell is a staff writer for Navy Editor Service and Wifeline.*



# Bearings

## San Francisco welcomes Fleet Week '88

Fleet Week '88 thrilled thousands of Bay area residents when its "Parade of Ships" sailed under the Golden Gate Bridge in October.

The week-long festivities started a day after the Navy's 213th birthday and brought 5,000 sailors to the port city of San Francisco.

U.S. Navy ships participating were USS *Ranger* (CV 61), USS *Lynde McCormick* (DDG 8), USS *Merrill* (DD 976), USS *Kirk* (FF 1087) and USS *Cook* (FF 1083). U.S. Coast Guard Cutter *Rush* (WHEC 723) and the World War II liberty ship SS *Jeremiah O'Brien* also participated. More than 50,000 people toured the ships during the five days of open house.

"Fleet Week is a chance for the city to show its appreciation to the Navy for the job it does," said San Francisco Mayor Art Agnos. "For the past few decades, the Navy and the communities around here have formed a strong alliance. We want to keep this alliance and tradition strong. Programs such as Fleet Week are a way of doing that."

"Fleet Week provides a special holiday for our military personnel and offers a unique opportunity for us to become better acquainted with our civilian communities," said RADM Robert L. Toney, Commander, Naval Base San Francisco.

Sailors enjoyed home-cooked meals, sightseeing and met local residents through the host-a-sailor program. One woman hosted 50 sailors for a backyard barbecue.

"This has been the most excellent Fleet Week we've ever seen," said Janet Farrar, host-a-sailor program manager. "The Navy has really had a big impact on the community." ■

— Story by SN Robert Palomares, a reservist assigned to PAO, Det. 220, drilling in San Francisco.



Photo by PH1 Dennis Castree

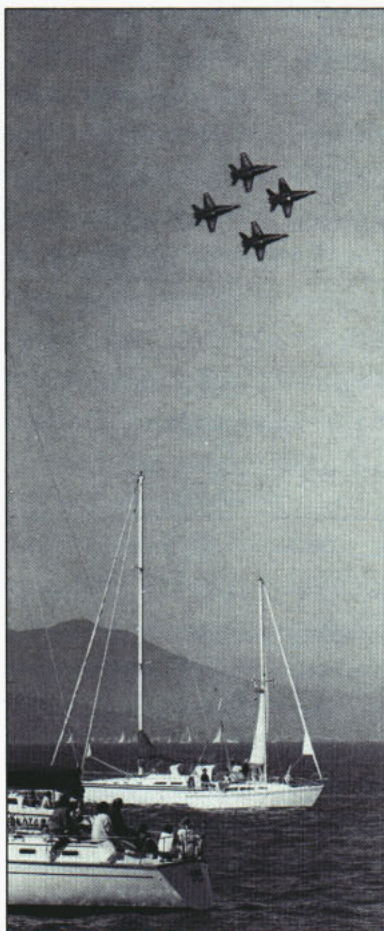


Photo by PHC Tom Howser



Photo by JO2 Gene Fleming



U.S. Navy photo



## Boorda takes helm as NavPers chief

The new Chief of Naval Personnel is now firmly settled in his job. VADM Jeremy "Mike" Boorda assumed the duties as Chief NavPers and Deputy Chief of Naval Operations (Manpower, Personnel and Training) in August.

In this capacity, Boorda serves as principal advisor to the CNO and the Secretary of the Navy in all matters concerning personnel and training issues that affect Navy officers, enlisted and civilian employees.

Boorda began his career as an enlisted man, and thus is known as a "sailor admiral." He made petty officer 1st class before being commissioned in 1962, going on to serve in the surface warfare community. Boorda said this experience shapes his approach to his duties as Chief NavPers.

"Quality of life for our people and their families is a readiness issue, not a 'nice-to-do,'" he said. "It is the essential aspect of our mission in the personnel and manpower business."

Budget cuts had a serious effect on naval personnel issues in FY88, re-

sulting in "early outs," delays in advancements and promotions, and other adverse actions. However, Boorda is expecting better days during the year ahead.

"I'm looking for a time during 1989," Boorda said, "which is more predictable for Navy men and women. I do not want to surprise a lot of people with policies and decisions that affect their lives in some negative way." The new CNP said that he and the CNO are committed to avoiding the problems of FY88. "Adequate funding from Congress and the commitment of top Navy leaders provide the key," he said.

In describing his approach to his new duties, Boorda emphasized the need to treat people as individuals. He stated he was not interested in making his job or the jobs of others in the personnel business any easier.

"If our jobs get harder because we have more to do for the rest of the Navy, so be it," Boorda said. "I hope that when my time as CNP is over, someone will say, 'Hey, that guy really cared about sailors, and every-



Photo by PH1 Chuck Mussi

VADM Jeremy Boorda

thing he did had that focus.'

"The bottom line of our business is readiness. And you don't get readiness from efficient robots. You get readiness from people who are happy about what they're doing. My goal is to improve Navy readiness by making people feel better about what they do. I want the term, 'the Navy takes care of its own' to really mean something." ■

## Engine room sailor escapes heat, makes magic for kids

Boiler Technician 1st Class Edwin C. Lodwig likes to conjure up his own special blend of magic, both on and off-duty on board USS *New Jersey* (BB 62).

Lodwig, who performs as a magician, and 14 other *New Jersey* sailors, are members of a clown troupe that entertains orphaned children in ports throughout the Western Pacific.

"To me, it's a humbling experience to perform at some of these orphanages because I feel some of these kids have been abandoned by their parents," Lodwig said. "These kids want somebody to hold them and play games with them."

When *New Jersey* visited Inchon, South Korea, last year, nearly a hundred children from the St. Vincent's Home for Amerasians came aboard for a day of food and fun.

"I feel good when I see kids laughing and having a good time," Lodwig said. "To me, it's worth the trouble."

All the residents at St. Vincent's Home enjoyed their stay aboard *New Jersey*.

Lodwig said that children are sometimes difficult to perform in front of because they can't be easily fooled. "I can fool an adult with most tricks, and a child could be sitting next to the adult and he would probably catch it before the adult,"

Lodwig said. He also said children younger than seven don't understand most magic tricks. "The younger children seem to like the bright colors of the handkerchiefs that I use in some of my tricks."

Lodwig is looking forward to the end of *New Jersey's* deployment and seeing his family again. But he'll never forget the children he made laugh and smile.

"They have given me a lot of insight into what I should do," Lodwig said. "The biggest thing in performing magic is experience. The more you perform, the better you get." ■

— Story by Sgt. Gary Harris, U.S. Forces, Korea/Eighth U.S. Army.



# Bearings

## Child saved over the phone

Few things are more terrifying than helplessly watching your child's life slip away.

Petty Officer 2nd Class Gordon Thompson Jr., and his wife, Merry, experienced that nightmare this summer at the Pacific Missile Test Center at Point Mugu, Calif. However, thanks to a calm professional in the Point Mugu security office, their nightmare had a happy ending.

Thompson's 14-month-old son, Gordon Thompson III, had been running a temperature and was scheduled to see the doctor that day. Thompson was at work and Merry was watching the child closely until the appointment.

Suddenly, the boy went into convulsions and stopped breathing.

"I was hysterical," Merry said. "All I could think of was, 'Oh my God, I'm losing my son!' I was scared — very scared. I called 911."

Vernon Tubbs, a communication center assistant at Point Mugu's security office, answered the call.

"The lady sounded extremely frightened, almost in hysterics," Tubbs said. "I calmed her down the best I could and, over the phone, we began basic cardiopulmonary resuscitation, step-by-step." They were steps Merry was vaguely familiar with.

"He stayed with me all the way," she said. Tubbs kept calmly repeating the instructions over and over. Then Gordon starting breathing.

Merry remained on the telephone with Tubbs until the Point Mugu fire and medical department rescue teams arrived and took over.

"I can honestly say that if it wasn't for Mr. Tubbs, my son might not be here today," Merry said. "He saved my son's life."

A veteran of 20 years on the Santa Paula, Calif., Police Force, before joining the Point Mugu Security Department, Tubbs was formally recognized with an award for exceptional performance. But for the modest Tubbs, the award was secondary.



U.S. Navy photo

"It was saving the little boy's life that's important," Tubbs said. "That's what our job is all about." ■

— Story by JO2 Bob Carr, Pacific Missile Test Center, Point Mugu, Calif.

## Forrestal Marine becomes enlisted 'surface warrior'

An important milestone in a sailor's career is the day he puts on the Enlisted Surface Warfare or Aviation Warfare Specialist pin.

During an awards ceremony aboard USS *Forrestal* (CV 59) last summer, 30 sailors received ESWS and EAWS pins. In the long line of Navy whites, one man stood out. That's because he was wearing the olive green of the U.S. Marine Corps.

Marine Corporal Peter J. Kolp became certainly the first Marine aboard *Forrestal* and possibly the first Marine ever — to become an enlisted "surface warrior."

Navy enlisted men and women who earn the pin get two points to-

ward advancement and wear the pin with all uniforms.

As a Marine, Kolp is not entitled to any of this. He doesn't even get to wear the pin with his uniform because the Marine Corps doesn't authorize it. So why go through all this extra work?

"I studied marine engineering at Texas A & M for two years before I entered the Marine Corps and I was interested in learning anything I could about ships," Kolp said.

But Kolp had to jump through some major hoops to become qualified. After researching the regulations, Kolp found that a Marine can't become ESWS or EAWS qualified,

unless an exception is made by the ship's commanding officer. LCDR Warren Lobs, *Forrestal's* surface warfare board chairman, sent a letter up the chain of command requesting that an exception be made for Kolp.

"He worked hard for it, he deserved it and the command felt he should be able to flaunt it," said Senior Chief Boatswain's Mate Malone Jones, *Forrestal's* ESWS coordinator.

"If I can inspire somebody to take that initiative to improve themselves, that would be a big plus," Kolp said. ■

— Story by ABE3 Dennis P. Jacobson, USS *Forrestal*.



# Mail Buoy

## Actors missing from ASW drama . . .

I would like to say "congratulations" regarding your feature in the September 1988 issue of *All Hands* concerning ASW. Unfortunately, your complete lack of acknowledgement toward the HS and HSL MK 1 communities was viewed with grave concern and disappointment by this officer. I must admit that you hinted about the HS community in the opening paragraph of the first article, "Art of the invisible." I'm sure my eyes failed me in the remaining articles. I guess I'm just not very good at reading between the lines and looking for abbreviations such as HS, SH-3H, HSL MK 1 or SH-2F.

What concerns me most is the image you portray of these two communities to the junior officers and enlisted. Having just completed *Teamwork '88*, a major NATO exercise, where the only threat to the CVBG in Vestfjord was a submarine and the only threat to the submarine was the SH-3H's active dipping sonar, I can once again attest to the value and success of the SH-3H. Regrettably, your article did little to help the situation. Finally, I would like to relate a story that just occurred.

Prior to our departure for *Teamwork '88*, I used this exercise to describe the HS mission, the squadron's mission within the Air Wing and the squadron mission with respect to the exercise for our newly reporting personnel. Subsequent to this squadron indoctrination and approximately 25 days into the exercise, an airman recruit presented me a copy of the September *All Hands* and asked, "I thought we did ASW?" I ask you the same question now!

The SH-2F and SH-3H communities may be old, but with age comes wisdom. A bit of wisdom passed along to me by a very close friend is yours for the offering, "There is always another side to a coin." Most assuredly, you only saw one side. Shiny, new, big and bright! A little concern for old, dull and slow would be appreciated.

— CDR William S. Kordis  
Executive Officer, HS 9

I was disappointed to see an incomplete picture of Air ASW platforms in your September issue, "Navy ASW, The

Silent War." An uninformed reader would conclude that the only helicopter ASW platform in the fleet today is the SH-60 and that the fleet's only LAMPS aircraft are LAMPS MK III. Not counting picture captions, the words LAMPS MK III appear in your articles 16 times, Seahawk 12 times and SH-60 six times. The SH-2 LAMPS MK I is not mentioned at all. The H-3 is mentioned once, but ironically, in a context that infers it is not an ASW platform (Page 16).

The SH-2 LAMPS MK I and SH-3 communities deploy as integral parts of every battle group and are versatile and essential parts of the ASW team worthy of acknowledgement in an issue dedicated to covering Navy ASW.

— W. J. Cummings  
CO, HSL 30  
Norfolk, Va.

I enjoyed the articles on ASW in the Navy in your September issue of *All Hands*. However, I was concerned that you failed to mention anything about the SH-3H or SH-2F helicopters and the communities they represent. To put this in another perspective, you failed to say anything about helicopters representing 23 of the 31 ASW helicopter squadrons in the Navy. This is especially puzzling considering the majority of your interviews were conducted in the Mayport-Jacksonville, Fla., area.

A squadron of SH-2Fs is located at NAS Mayport and all the East Coast SH-3H squadrons are located at NAS Jacksonville. I think a follow-up article (or two) is appropriate. The hardworking ASW professionals in the SH-2F and SH-3H communities also deserve to be recognized.

— LCDR John L. Woodward  
USS Okinawa (LPH 3)

I would like to extend my congratulations to the staff of *All Hands* magazine for the September 1988 article on "Navy ASW — the silent war." In addition to my congratulations, I would like to point out a serious, if unintentional, oversight of a rating that contributes greatly to ASW. I believe that credit should be given to the Navy men and women who prepare and maintain the primary ASW weapon — the torpedo.

In every part of ASW prosecution, you will find the Torpedoman's Mate or the

results of his or her work.

When the P-3 *Orion* sorties from a naval air station with a bellyful of torpedoes, the AO may have loaded them, but it's the TM who installed the flight accessories and delivered them, often in the middle of the night, during a vulnerability alert.

When the ASROC roars out of the launcher, you can bet a TM back in the ship had a hand in the assembly and checkout of the rocket motor and torpedo.

It is often the junior second or third class TM who "busts his knuckles" maintaining the torpedo tubes that finally put the ordnance on target.

The torpedo technician ashore spends many hours fine-tuning a weapon before it is issued to the fleet. He doesn't get to directly see the results of his labors, but through his or her efforts, the fleet gets a reliable weapon for three years that requires only minor maintenance at the organizational level.

The LAMPS helo is a very effective ASW tool, but, as with the P-3 *Orion*, the TM provides the weapon.

Submarine TMs maintain and operate the complex underwater torpedo tubes as well as being responsible for the "fighting punch" of the submarine.

The whole point being, that ASW is most definitely a team effort and TMs are all too often the forgotten members of that team. How about some credit for the gang that gives you the bang for your buck?

— TMC Terry L. Paul  
USS Nicholson (DD 982)

• *The ASW community is one of the most extensive in the Navy. It wasn't easy deciding who to feature. Thanks for helping us give credit where credit is due. — ed.*

## Reunions

• **USS Andrew Jackson (SSBN 619)** — Decommissioning reunion, March 1989, in Charleston, S.C. Contact Kevin M. Lynch, 303 Longleaf Road, Summerville, S.C. 29483; telephone (803) 873-1570.

• **Submariners homeported in the Western Pacific** — Reunion planned. Contact ICCS (SS) Tompsett, R-3 division, USS *Samuel Gompers* (AD 37), FPO San Francisco, Calif. 96641-2515.

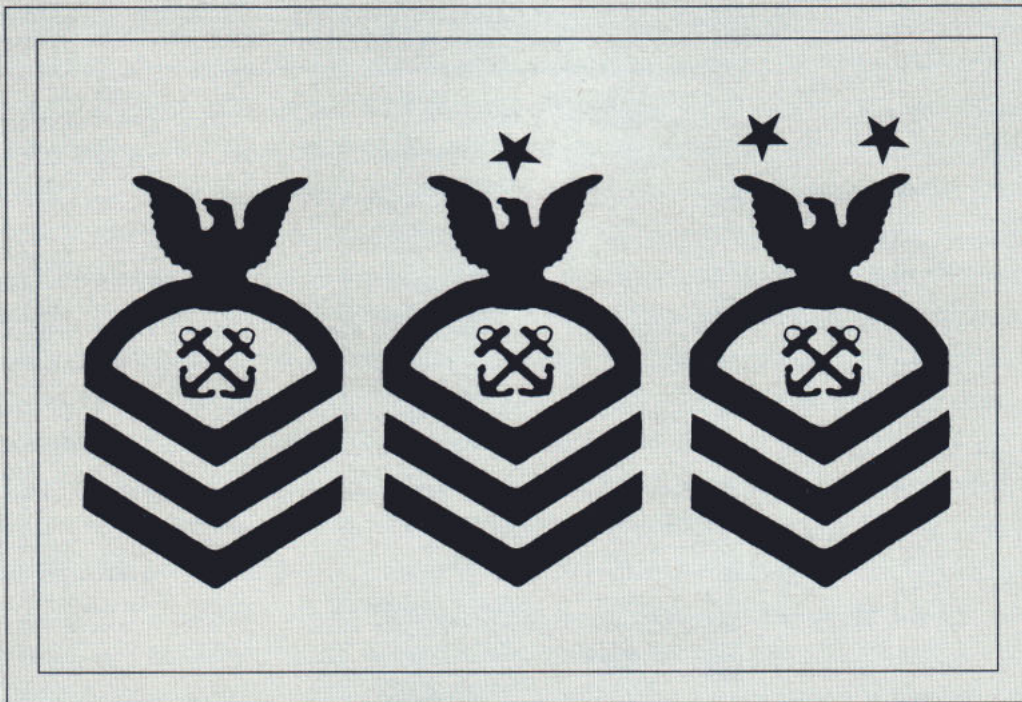


# 13

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## Navy Rights & Benefits

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# E-7/8/9 Selection Board Process



# E-7/8/9 Selection Board Process

*The advancement system for senior enlisted personnel differs in significant ways from the system for junior personnel. Understanding the selection board process and the importance of your microfiche record and evaluations is the key to making the system work for you.*

If you are a petty officer first class, a chief petty officer or a senior chief petty officer, then you have been, or soon will be, in front of an enlisted selection board. This month's Rights and Benefits is designed to give you insight into the selection process and your advancement future in the Navy.

## Composition of the board

Each selection board consists of a captain who serves as president, a junior officer (from the Naval Military Personnel Command's advancement section) who serves as a recorder, and officers and master chief petty officers who serve as board members. In addition, a sufficient number of assistant recorders ensure the smooth handling of records. The exact size of a board varies with the availability of temporary additional duty funds, the number of records to be reviewed and the time available, but each board usually consists of about 68 members. The board meets in Washington, D.C., and officer board members are generally drawn from this area. The enlisted members are, for the most part, from out of town. The ratio of in-town to out-of-town members varies from year to year.

The recorder, assistant recorders, the office of the Chief of Naval Operations enlisted advancement planner and the Master Chief Petty Officer of the Navy may consult with the entire board in any matter concerning selections. With the board president's concurrence, the recorder divides the board members into panels, which are responsible for reviewing the records of individ-

uals in one general professional area, i.e., deck, engineering, medical/dental, etc. Each panel consists of at least one officer and one master chief.

## Quota requirements and restrictions

**Quotas** — A maximum select quota for each rating is established by OpNav planners and is provided to the board. This quota is filled by the "best qualified" candidates competing for advancement. Quotas may not be exceeded, but may remain unfilled if the panel determines there are an insufficient number of "best qualified" candidates in a rating.

Advancement throughout the Navy is vacancy driven. This applies not only to the E-7/8/9 paygrades, but for the E-4 through E-6 advancements as well. Several factors are taken into consideration when establishing quotas:

(1) *Current inventory.* Current inventory is defined as the number of personnel on board versus the Navy's requirement for a rating. Only 3 percent of the Navy's total end strength may be senior and master chief petty officers.

(2) *Total projected losses and gains.* Losses reflect the personnel who will be leaving a paygrade during the phasing cycle, e.g., fleet reserve, medical discharge, limited duty officer/warrant officer selectees, demotion or death. Gains reflect those who will enter a paygrade during the phasing cycle, such as voluntary recall to active duty and those remaining to be advanced from the previous cycle. Phasing cycles are September through August for

E-7 and July through June for E-8/9.

(3) *Growth.* This number reflects projected growth of the Navy's authorized allowance during the phasing cycle.

(4) *Funding authorized.* The number of personnel the Navy may pay as authorized by Congress.

**Early selectee quotas** — The Department of Defense has established the total active federal military service requirement which is to be met prior to a member's advancement to a given paygrade. TAFMS requirements are 11 years for E-7, 16 years for E-8 and 19 years for E-9.

DoD has made provisions for early advancements. An "early" advancement candidate is one who does not meet the TAFMS minimum service requirement. No more than 10 percent of the total number of sailors in the E-7/8/9 paygrades may have less than the prescribed TAFMS, so the number of early selectee quotas available to the selection board is limited to a percentage of the total selectee quota. OpNav planners monitor this and inform the board what percentage can be early and still allow the Navy to meet DoD restrictions. The percentage is an overall board figure, not a quota by rate. Some panels may recommend fewer early selectees and other panels may recommend more selectees, based on the average time in service for each rating, which varies yearly.

## General guidance to the board

The selection board is convened by the Chief of Naval Personnel. The CNO, the commander of NMPC and the OpNav enlisted community



## E-7/8/9 Selection Board Process

managers provide input to the board, which is administered by the career progression department within NMPC. Each year an instruction for the board, called a precept, is prepared. It outlines the selection process and gives general guidance to the board regarding such selection criteria as equal opportunity considerations. The precept varies only slightly from year to year.

Contained in the precept is the oath to be administered to board members and recorders on convening. The precept also outlines the expected conduct and performance of individuals serving with the board.

Upon convening, the board establishes internal ground rules and minimum selection criteria, which each member uses when screening the records of candidates. The rules/selection criteria are applied equally to each candidate within a rating. Application may vary slightly from rating to rating for many reasons, such as sea duty or lack of it, supervisory opportunities, schooling available, rotation patterns, etc. The board is given the freedom to establish its own internal procedures, within the guidelines of the precept, thereby providing for the dynamic nature of the selection process. The proceedings and recommendations of the board may not be divulged except as authorized and approved by Chief of Naval Personnel.

Orientation briefings given to the board cover a wide range of subjects such as microfiche errors, CWO/LDO selectees, TAFMS, etc. During the first two days, the panel members acquaint themselves with the various materials they will be using and practice evaluating test records.

### What the board considers

Each rating is given to its respective panel by the board recorders. There is a folder for each candidate with his or her fiche record (1E and

2E fiche only; see Page 42), any correspondence sent by a candidate and received by the board before it convenes and a selection board brief sheet. The brief sheet contains the candidate's name, Social Security number, exam score, time in rate and time in service and is used by the panel to note the candidate's test score (E-7 only), rate and unit identification code.

Each record is then reviewed by a panel member. Evaluations covering at least three years are reviewed, although more often, five years' worth of evaluations are examined. Depending on the closeness of the competition, panel members may go back further to establish performance trends and to break ties. Once the entire rating has been reviewed the first time, the process starts again and each candidate gets a second review from a different panel member. If there is a significant difference between the panel members' assessments, a third member reviews the record.

Until the board is convened, all correspondence received on a candidate is forwarded to the panel, along with the individual's fiche record. This ensures the panel has the most up-to-date information about a candidate. A word of caution: special evaluations submitted solely to bolster a candidate's record and which do not reflect a significant event such as transfer, personal award or superior performance, are not beneficial to the board and are not desired. They tend to slow the selection process.

Listed below are some of the factors considered by the E-7 and E-8/9 boards. These considerations change only slightly from year to year, but should not be considered the only factors affecting selection. Of course, *sustained superior performance* is paramount.

- Significant emphasis is placed on professional performance at sea. While it is not necessary that a can-

didate be serving in a sea duty billet when the board convenes, it is desired that his or her record reflect demonstrated evidence of professional and managerial excellence at sea or at isolated duty assignments. It is recognized that some ratings do not offer a broad opportunity for sea duty, particularly at senior levels, and this is taken into account. Additionally, while a variety of duty assignments, especially sea duty, is highly desired to give an individual professional breadth, an individual having less variety but more demanding tours may be equally qualified. In this respect, Navy members can be assured that their careers will not be unfavorably affected by service over extended periods in important assignments to which they have been ordered to meet the needs of the Navy.

- Candidates presented to the board compete within their ratings. It is recognized that they are frequently detailed to duty outside of their rating specialties. Many such types of duty require selectivity in assignment and special qualifications. Therefore, due consideration is given those candidates who have served demanding tours of duty as instructors, recruiters, career counselors, recruit company commanders, duty in the Human Goals Program and all other tours requiring special qualifications.

- Consideration is given to improving education. This includes academic and vocational training, whether such education is gained as a result of the individual's initiative during off-duty hours or as a participant in a Navy-sponsored program.

- Evaluations — marks and narrative — are closely reviewed and a trend is identified. Marks and narrative must correspond on evaluations. The single most important factor influencing selection is sustained superior performance. The summary ranking also gives the board an indication of how the can-



## E-7/8/9 Selection Board Process

didate compares against members of the same paygrade at his or her command. Personal decorations, letters of commendation or appreciation, etc., are given consideration. Command and community involvement also reflect a well-rounded, career-motivated individual.

- Duty assignment and history of duties performed can be determined from the service record transfers and receipts page, and the job description on the evaluations. By using this data, board members can tell whether or not the individual is performing duties commensurate with his or her rate and whether expectations of professional growth are being met.

- Failure to meet the Navy's physical readiness test and percent body fat standards can hinder an individual's selection opportunity.

- Advancement will not be denied solely on the basis of prior alcoholism or alcohol abuse, provided the member has successfully participated in a treatment and recovery program. However, any misconduct or reduction in performance resulting from alcoholism or alcohol abuse is considered in determining fitness for advancement.

- Individuals who have had disciplinary problems, received letters of indebtedness or have other record entries relevant to behavioral difficulties such as drug abuse or have demonstrated racial, sexual or religious discrimination, will find the path to E-7/8/9 more difficult than those with clear records. However, once these problems are overcome, the single most important selection factor is sustained superior performance.

- Test scores (E-7 only) are also taken into account since they give the individual's relative standing on the examination compared to other candidates.

### The slating process

Once the review of the entire rat-

ing is completed, the panel arranges all the candidates from top to bottom. This is called slating. At this time, the panel decides where the cut-off will be for people who are appropriate for promotion and recommended selectees. Once slating is completed, the entire board is briefed on the rating's structure, its job, peculiarities, number of candidates and the backgrounds of those people recommended and not recommended for selection. During this briefing, no names are used. This prevents any bias for or against candidates by board members who know them. The entire board votes on the slate, which must be accepted by a majority of the board.

**Substandard records before the board** — During the course of a board's deliberations, some records may clearly indicate substandard performance or, in the board's judgment, questionable advancement recommendations. In these cases, the board is directed to those candidates by name, activity, reporting senior and concise summary of circumstances. Depending on the circumstances, such candidates either will be referred to the quality control review board or the commands will be identified to senior echelon commanders for any action deemed appropriate.

**NavOp to the fleet/report to Chief of Naval Personnel** — After all the ratings have been completed and approved by the board, a NavOp is prepared to announce the selectees. Prior to its release, a written report of the board's recommendations is signed by all members and submitted to the Chief of Naval Personnel for approval. The report must certify that the board complied with all instructions and directions in the precept, and the board carefully considered the case of every candidate whose name was furnished for review.

It is during the preparation and verification of this report and the se-

lection NavOp that the demographic breakout of the selectees is compiled for the record. Upon CNP approval, the NavOp then is transmitted to the fleet.

### Improving your chances

The sailor who decides early that he or she will be making the Navy a career and immediately starts "turning-to" on the job will get a head start with selection boards. Here are some things you can do to improve your chances before the board.

- Sustained superior performance is the single most important factor influencing your advancement opportunities.

- Get a copy of your Naval Military Personnel Command microfiche service record and ensure it is up-to-date. This is very important! Do this at least six months prior to when the board convenes and at least once during each enlistment.

*Note to E-8/9 candidate:* Ordering your microfiche record after November may delay placement of your latest evaluation on the microfiche master. Place your order prior to November.

The address for requesting a free copy of your microfiche service record is: Commander, Naval Military Personnel Command, Attn: NMPC-312, Navy Department, Washington D.C. 20370-5312. Submit your request on NavPers form 1070/879. The use of this form is outlined in NavMilPersComInst 1070.2. Or, send a letter of request, including your complete name, Social Security number and return address. Be sure to *sign* your request. For further information, call Auto-von 224-2858; commercial (202) 694-2858.

It should take about six weeks to receive the microfiche. When it arrives, look it over carefully, making sure your name and Social Security number are correct on each microfiche. Then start reviewing the con-



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tents of the record, making sure that each document is yours.

**Microfiche service records** — The microfiche service record is broken into three separate microfiche sections:

### Fiche Row

- 1E **Professional service history**
  - A Enlistment contracts, extensions
  - B Assignment, classification pages
  - C-D Page 10s, Page 13s
  - E-F Discharge, fleet reserve, retirements
  - G Miscellaneous enlistment papers
- 2E **Performance evaluations, training**
  - A-C Performance evaluations
  - D Page 4s, training, education
  - E Awards, medals, commendations
  - F-G Adverse information, Page 6s and 7s
- 3E **Personal data**
  - A Record of emergency data, insurance info
  - B Page 2 changes
  - C Security clearances, investigations
  - D Miscellaneous
  - E Medical
  - F Out of service inquiries, responses
  - G Personal

Members with broken service may also have a Page 4E in their microfiche records. This Page contains documents received after discharge. The documents do not appear in any particular order. Not all personnel with broken service will have a 4E fiche.

*Note: The 3E and 4E microfiche are not routinely given to selection boards.*

The following information is provided to help you keep your record in order. Refer to BuPersInst 1070.26 for specific information.

- Enlisted microfiche service records are normally updated at the

end of each enlistment or reenlistment. At that time, your command takes Page 4s, 5s, 13s, etc., from your paper record and forwards them to NMPC.

- Only E-5 and above evaluations are filmed in your official record. Make sure they are all there.

- All personal decorations and unit commendations should be in your microfiche service record. Letters of commendation will not be filed in the microfiche service record. They should be commented on in the appropriate evaluation.

- Poor quality documents are hard to read after they are filmed. Copies should be legible and of standard size (not reduced) to ensure the best imagery.

### Updating your record

If you find errors or documents missing from your microfiche record, you need to send a correction package to NMPC. If you are selection-board-eligible, you should also submit a duplicate package to the board.

**NMPC official microfiche service record package** — Review your record to determine which documents are missing or are in error. Include *all* missing evaluations and only those qualifying documents from your previous enlistments that are missing. Remember, no letters of commendation or appreciation after 1976 and no letters designating collateral duty assignments go in the microfiche record. Ensure that each document is legible and that your name and Social Security number appear on each. Outline any other errors found in your record on a letter of transmittal and mail to Commander, Naval Military Personnel Command, Attn: NMPC-312, Room 3032, Navy Department, Washington, D.C. 20370-5312.

**Selection board package** — Correspondence may be submitted by a candidate directly to the president of

a selection board. Your package must reach the applicable selection board prior to its convening date. This correspondence is reviewed by the board along with the service jacket. This package should contain the same documents as above, plus any other appropriate materials you feel are important from your current enlistment.

*Note: If you desire confirmation of receipt of your package by the selection board, be sure to include a self-addressed, stamped envelope or postcard. Documents submitted to the board will be reviewed with your record and then discarded upon adjournment of the board. They are not forwarded for filming and entry in your record. Send this package to: President, FY — E-7 or E-8/9 (as applicable) Selection Board (active), Naval Military Personnel Command, Attn: NMPC-221, Navy Department, Washington, D.C. 20370-5221.*

### Preparing for the exam board

Now is the time to start studying for the E-7 exam, even if you don't plan on taking it for a year or so. Keep notes on changes that occur in your rating, and when you are eligible for the exam, get a bibliography and *study* the materials listed there. Your exam score does count! The E-7 paygrade is considered to be the senior "technical" rate in the Navy and no plans are afoot to eliminate the professional test which qualifies selection-board-eligible candidates.

**BuPersNote 1418** — This series of notices announces the Navywide examinations for advancement in rating. Don't take someone else's word for its contents. Read the notice and familiarize yourself with all requirements for advancement.

**E-8/9 candidates and the answer sheet** — NavOp 180/80 announced the termination of the E-8/9 advancement in rating exams and directed commands to submit answer sheets to Naval Education and



## E-7/8/9 Selection Board Process

Training Program Management Support Activity for each candidate recommended to the selection boards. Ensure that your command forwards your answer sheet or NETPMSA will not know that you are board-eligible and your record will not go before the board.

**Evaluations** — The importance of the enlisted evaluation cannot be stressed enough. With the establishment of the master chief, senior chief and chief petty officer selection boards, the enlisted evaluation has become as important to senior enlisted advancement as the fitness report is to officer promotion.

- Keep a personal record of your accomplishments throughout the evaluation period. When you are asked for input to your evaluation, submit NavPers 1616/21, summarizing your activities for the year. You shouldn't depend on your reporting senior to remember everything you did all year because he or she may have a large number of people to evaluate.

- Be sure your input addresses all accomplishments you feel are significant, such as improvements made, your supervisory ability, initiatives, etc. Your input should be factual and provide enough detail so that, when your rough input is translated into a smooth report, there is little chance that pertinent information will be omitted. The goal of the evaluation is a comprehensive and objective analysis of you and your performance.

- Ensure that your input appears in the smooth report as clearly depicting specific accomplishments. Flowery generalities can weaken your evaluation.

**What constitutes a well-written evaluation?** — It is surprising the large number of petty officers who have not had the opportunity to write enlisted evaluations. It is not at all uncommon to talk with a senior petty officer who has never prepared an evaluation. It is important

to the career development of seniors and their subordinates that all personnel know what constitutes a well-written evaluation. Junior personnel cannot be expected to become proficient in this area if not properly trained.

Below are the composite comments of recent selection boards regarding writing evaluations:

- Do not waste narrative space about how well the ship did on deployment, inspection, "E" award, unit commendation, etc., but tell exactly what jobs the individual had and how well those assigned tasks were performed.

- Eliminate all flowery adjectives about what a great person the sailor is and get to the point in "plain English" regarding how he or she accomplished the job.

- More emphasis should be placed on the individual's ability, potential and willingness to accept positions of leadership and management. Indicate why an individual should be advanced. Indicate the individual's willingness to go beyond the division or shop supervisor level to positions of increased responsibility as such positions are open to the sailor.

- More care should be taken to ensure that all collateral duties, awards, education, qualifications, etc., are listed.

- If an individual is ranked lower or higher than the majority of his or her peers, tell why in the narrative.

- Evaluations submitted as "special," without solid justification and obviously intended to provide another set of marks for the board, are not viewed positively. Evaluation marks going from 3.8 to top 4.0 between September and February, without some strong reasons, do little for the member and can reduce the reporting senior's credibility.

- Use a paragraph and bullet format. Single-space the text, but space between paragraphs. Explain what the sailor did in clear, concise, short sentences. Use short, sharp phrases

to emphasize strong points and use underlining sparingly. The use of bullets helps as reading time during any board is critical. Underlining in the narrative will not offset the effects of poor performance marks.

- Fill in blocks on duties completely and specifically. Don't assume all board members and record users know what the duties in your unit entail. Avoid the use of acronyms, particularly those that might not be known outside of your specialized community. This is especially important in the job description block. Because of the vast diversity in many ratings, board members cannot be expected to be totally knowledgeable in all facets of the rating. Therefore, job descriptions must be accurate and complete.

Selection boards offer the following advice to sailors receiving evaluations:

- Proofread the evaluation. Ensure that your evaluations are properly typed, and that your Social Security number is right. Be sure there are no misspellings or other clerical errors. Remember that you are going to sign your evaluation, and clerical errors, misspellings, etc., are as much your fault as your command's. Make sure your evaluation covers the correct period of time.

- Ensure that all special goals, schools, duties, outside activities, community involvement, etc., are included on evaluations for the period involved — also any awards and letters that you received during the reporting period.

You now should have a good working knowledge of the master chief, senior chief, and chief petty officer selection boards. This knowledge should enable you to make correct career decisions and provide you with a practical and constant goal of achieving sustained superior performance. Working toward this goal will build a better Navy and a better career for you. □



# All Hands 1988 Index

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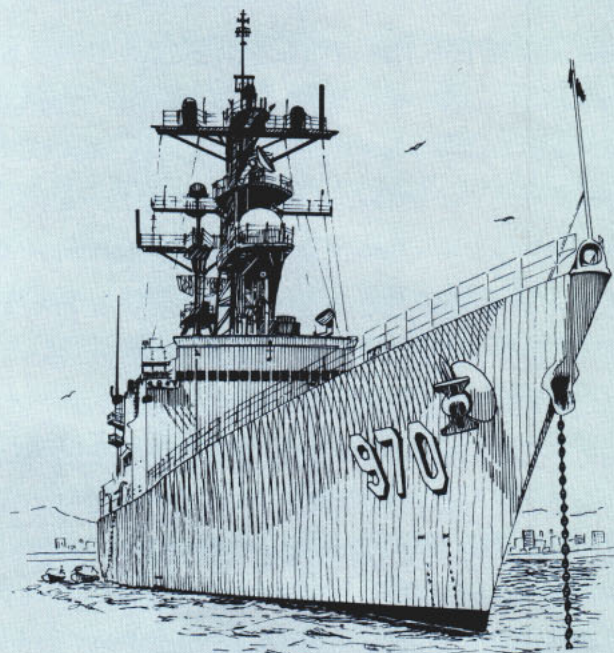
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Event	Training camp		Interservice competition	
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<b>Cross Country</b>	NAS Pensacola, Fla.	6-10 Jan.	Presidio of San Francisco, Calif.	11-14 Jan.
<b>Basketball (Men's)</b>	NavSta Mare Island, Calif.	4 Feb.- 10 Mar.	Presidio of San Francisco, Calif.	11-16 Mar.
<b>Basketball (Women's)</b>	NAS Pensacola, Fla.	11 Feb.- 17 Mar.	Wright Patterson AFB, Ohio	18-23 Mar.
<b>Boxing</b>	NavSta San Diego, Calif.	3 Jan.- 2 Mar.	Camp Lejeune, N.C.	3-9 Mar.
<b>Wrestling</b>	NTC Orlando, Fla.	21 Jan.- 27 Feb.	NTC Orlando, Fla.	28 Feb.-5 Mar.
<b>Powerlifting</b>	NavSta Long Beach, Calif.	4-11 Feb.	NavSta Long Beach, Calif.	12-17 Feb.
<b>Volleyball (Men's)</b>	NAB Coronado, Calif.	22 April- 19 May	Camp Lejeune, N.C.	20-25 May
<b>Volleyball (Women's)</b>	NavSta Pearl Harbor, Hawaii	22 April- 19 May	Ft. Indiantown Gap, Pa.	20-25 May
<b>Judo (training camp)</b>	Undetermined	12-30 June	Rio DeJaneiro Brazil	1-10 July
<b>Bowling</b>	NAB Little Creek, Va.	15- 21 April	NAB Little Creek, Va.	22-28 April
<b>Sea Week</b>	NAB Coronado, Calif.	15 July- 1 Oct.	Argentina	Oct.-Nov.
<b>Racquetball</b>	Subase Kings Bay, Ga.	20- 29 April	Chanute AFB, Ill.	30 April-5 May
<b>Sailing</b>	NavSta Norfolk, Va.	22-26 July	Nationals	TBA
<b>Track &amp; Field</b>	NAB Little Creek, Va.	20 May- 4 June	Presidio of San Francisco, Calif.	5-10 June
<b>Softball (Men's)</b>	NAS Patuxent River, Md.	5-18 Aug.	Goodfellow AFB, Texas	19-24 Aug.
<b>Softball (Women's)</b>	NAS Kingsville, Texas	22 July- 11 Aug.	Camp Pendleton, Calif.	12-17 Aug.
<b>Golf</b>	NAS Memphis Millington, Tenn.	1-8 Sept.	Wright Patterson AFB, Ohio	9-15 Sept.
<b>Tennis</b>	NAS Chase Field Beeville, Texas	7-15 Sept.	MCRD San Diego, Calif.	16-23 Sept.
<b>Soccer</b>	NAB Little Creek, Va.	14 Oct.- 6 Nov.	Ft. Gordon, Ga.	7-15 Nov.





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